United Nations A/72/701/Add.1

General Assembly

Distr.: General
15 January 2018

Original: English

Seventy-second session
Agenda item 149
Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Budget performance of the support account for peacekeeping operations for the period from 1 July 2016 to 30 June 2017

Report of the Secretary-General

Addendum

The present addendum contains information on planned and actual outputs relating to section II of document A/72/701.

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Abbreviations

AMISOM	African Union Mission in Somalia
DFS	Department of Field Support
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DSS	Department of Safety and Security
GSC	Global Service Centre
ICSC	International Civil Service Commission
ICT	Information and communications technology
IPSAS	International Public Sector Accounting Standards
MINUJUSTH	United Nations Mission for Justice Support in Haiti
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSCA	United Nations Multidimensional Integrated Stabilization Mission in the Central African Republic
MINUSMA	United Nations Multidimensional Integrated Stabilization Mission in Mali
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUSCO	United Nations Organization Stabilization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
NGO	Non-governmental organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
OHRM	Office of Human Resources Management
OIOS	Office of Internal Oversight Services
RSCE	Regional Service Centre in Entebbe, Uganda
UNAMA	United Nations Assistance Mission in Afghanistan
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNIFIL	United Nations Interim Force in Lebanon

UNISFA	United Nations Interim Security Force for Abyei
UNLB	United Nations Logistics Base
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMISS	United Nations Mission in South Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNMOGIP	United Nations Military Observer Group in India and Pakistan
UNOAU	United Nations Office to the African Union
UNPROFOR	United Nations Protection Force
UNOCI	United Nations Operation in Côte d'Ivoire
UNSMIL	United Nations Support Mission in Libya
UNSMIS	United Nations Supervision Mission in the Syrian Arab Republic
UNSOS	United Nations Support Office in Somalia

II. Results-based-budgeting framework*

A. Department of Peacekeeping Operations

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
85 outreach activities, such as conferences, exhibits, public briefings and materials such as pamphlets, fact sheets and videos on the peacekeeping work of the United Nations	101	Outreach activities The output was higher owing to increased requirements related to the production of short videos and infographics for peacekeeping missions on social media platforms
1,000 peacekeeping-themed posts on digital media platforms, including Facebook, Twitter and Flickr	2,091	Peacekeeping-themed posts The output was higher owing to the increased use of the Instagram and Tumblr platforms and the generation of more content during specific advocacy campaigns, such as the International Day of United Nations Peacekeepers
290 meetings with or briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	345	Meetings or briefings, comprising 290 meetings/briefings by the Under-Secretary-General, 50 briefings of the United Nations Operations and Crisis Centre with troop- and police-contributing countries on operational developments in peacekeeping missions and 5 briefings of the Office for the Peacekeeping Strategic Partnership to regional and international peacekeeping partners
35 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping operations and on cross-cutting strategic and policy issues related to peacekeeping	47	Briefings The output was higher owing to the evolving crisis situations in many of the areas of operations, such as the Central African Republic, Mali and South Sudan, and additional requests by the Security Council
4 briefings to the Special Committee on Peacekeeping Operations on new and developing policies and procedures, including 1 briefing on safety, security and organizational resilience and 1 briefing on efforts to further support the efficiency and effectiveness of field uniformed personnel	4	Briefings, comprising 2 briefings on global issues and the development of policies and processes; 1 briefing on safety, security and operational resilience; and 1 briefing on efforts to further support the efficiency and effectiveness of uniformed personnel in peacekeeping missions

* For planned and actual indicators of achievement, see A/72/701.

10 coordination, consultation or dialogue sessions with Member States/troop- and police-contributing countries on issues relating to verification and assessment of field uniformed personnel and support services prior to conducting mission reviews; 5 meetings conducted in support of the preparation of reviews and 5 follow-up meetings	4	Meetings in support of the preparation of, or as follow-up to, reviews were held with Member States/troop- and police-contributing countries deployed to MINUSCA and MINUSMA The lower output was due to staff turnover and scheduling issues in missions, which led to fewer reviews being undertaken than planned and therefore fewer preparatory and follow-up meetings
200 media events, including interviews and thematic press briefings on mission-specific topics, such as conduct and discipline and military, police and security issues	215	Media events, including press conferences and media stakeouts, interviews, briefings and background briefings with journalists The increase in the number of media events was due to sustained interest in conduct and discipline issues, media focus on peacekeeping budgets and the ongoing reform of the peace and security architecture by the Secretary-General
Prompt notifications to troop- and police-contributing countries of all casualties among uniformed personnel serving in all peacekeeping operations	Yes	424 notifications of casualties to troop- and police-contributing countries, upon receipt of information from peacekeeping operations

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
1 directory of peacekeeping information assets, which lists and provides links to critical databases and resources	1	Directory of peacekeeping information assets was created, which lists and provides links to critical databases and resources
1 guidance on information management procedures to facilitate mission planning and start-up	1	Guidance document was developed on information management procedures to facilitate mission planning and start-up

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 visits to peacekeeping operations to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	6	Visits by the Under-Secretary-General to peacekeeping operations The output was lower owing to the holding of several high-level events in New York that prevented the Under-Secretary-General from travelling and to the period of transition/handover from the departing Under-Secretary-General to his successor

Dissemination of an electronic document management framework to all peacekeeping missions	Yes	An electronic document management framework, including updated guidance, was disseminated to all peacekeeping missions and UNSOS
17 evaluations of the implementation of security policies in field operations	17	Evaluations on the implementation of security policies were conducted jointly with DSS
Evaluations of field occupational safety risk management and implementation of organizational resilience management policy in all peacekeeping operations	17	Evaluations of field occupational safety risk management and organizational resilience management were completed through continuous engagement with all peacekeeping operations by means of code cables requesting evaluation reports and through support for field focal points for field occupational safety and organizational resilience
1 field safety training course and 1 organizational resilience training course for peacekeeping staff	1	Field occupational safety training course was conducted
	1	Organizational resilience training course was conducted
1 workshop for chiefs of joint operations centres to align the management of individual mission joint operations centres with the strategic goals of peacekeeping and strengthen inter-mission cooperation in crisis response and 2 capacity-building training courses on operations and information analysis for staff of joint operations centres and joint mission analysis centres	1	Workshop for chiefs of joint operations centres
	2	Training sessions in partnership with the Norwegian Defence International Centre
1 annual conference for all special representatives of the Secretary-General and heads of mission of DPKO-led operations and 1 biennial conference for mission chiefs of staff	1	Annual conference for special representatives of the Secretary-General and heads of mission
	No	Biennial conference. The fifth biennial conference for mission chiefs of staff was rescheduled for after the reporting period pending the release of the Secretary-General's reform proposals on peace and security
5 visits to peacekeeping operations to provide operational and technical support to joint operations centres and joint mission analysis centres	4	Visits were made to 4 missions to review progress, provide support and give feedback on the implementation of joint operations centres and joint mission analysis centres, as well as guidance on the deployment of Sage, the mission-wide information management and incident tracking and analysis system for situational awareness and reporting. The need to undertake a fifth field visit was accommodated through the organization by the United Nations Operations and Crisis Centre of a series of videoconference sessions

4 technical assessments of public information requirements in peacekeeping operations undergoing significant adjustments and/or facing specific public information challenges	0	Owing to staff turnover and the reprioritization of resources for travel, no technical assessments were conducted. However, the DPKO Public Affairs Section partnered with DPI to conduct technical assessments in MINUSTAH and UNMISS, and collaborated with the integrated operational teams and missions to reflect strategic communications elements in strategic review processes for MONUSCO and MINUSCA
5 reports on reviews and assessments to support the efficiency and effectiveness of field uniformed personnel in implementing mandated tasks and complying with applicable United Nations rules, policies, practices and standards in 5 peacekeeping operations, including operational performance; and follow-up actions, as applicable	3	Reviews were undertaken, including for MINUSCA, MINUSMA and Headquarters, of the military planning process in the Office of Military Affairs. The lower output was due to staff turnover and scheduling issues with peacekeeping missions
10 inputs on the peacekeeping dimension of security risk management in policies and procedures developed by the Inter-Agency Security Management Network	10	Inputs, on management of safety and security crises in the peacekeeping operations; gender considerations in security management; security coverage in countries of the Organization for Economic Cooperation and Development; a residential security measures policy; locally cost-shared security budgets; a governance framework; a road safety strategy; a first responder programme; management of chemical, biological, radiological and nuclear risks; and a security training working group
Development of an online training module on information sensitivity in peacekeeping operations in French	Yes	An online training module on information sensitivity in peacekeeping operations was developed in French
17 analytical products focusing on potential, emerging and ongoing crisis situations to contribute to the enhanced situational awareness	37	Analytical products were produced, comprising 22 research papers and 15 infographic products, reflecting developments in peacekeeping missions The higher output reflects the response of the United Nations Operations and Crisis Centre to an increased demand from United Nations decision-makers for analytical reports
Guidance to all field missions, through Peace Operations Intranet (POINT), on digital communications and 1 guidance document on United Nations radio stations start-up, transition and shut-down cycles	1	Digital communications guidance was available through the POINT website Owing to staff turnover, the guidance on United Nations radio stations was not produced

Technical assessments of the implementation of the electronic document management framework in 5 missions, including the protection and governance of sensitive information	Yes	Technical assessments were performed on the implementation of the electronic document management framework, including the protection and governance of sensitive information, in five field missions (MONUSCO, UNFICYP, MINUSCA, MINUSTAH and UNMIK)
Implementation of a digital repository of code cables specific to peacekeeping operations in 3 field missions, along with training on its use	Yes	A digital repository of code cables specific to peacekeeping operations was implemented in 3 field missions (MONUSCO, UNMISS and MINURSO), along with user training

(b) Office of Operations

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
40 multidimensional substantive reports of the Secretary-General to the Security Council	43	Multidimensional substantive reports The output was higher owing to additional reporting requirements, including special reports on strategic review and assessment of MINUSTAH, UNAMID and UNISFA
40 letters from the Secretary-General to the President of the Security Council	35	Letters
140 substantive advisory notes for briefings to and engagement with Member States and peacekeeping partners	206	Substantive advisory notes The output was higher owing to increased interaction with Member States and peacekeeping partners and the increased level of operations of MINUSMA, MONUSCO and UNMISS
40 consultations with troop- and police-contributing countries providing updates on political and operational developments in all peacekeeping operations	40	Consultations, including 17 formal and 23 informal consultations
60 oral briefings and 51 weekly briefing notes to the Security Council on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM, as well as on the strategic partnership with the African Union	50	Oral briefings The output was lower because fewer briefings were requested by the Security Council
	51	Weekly briefing notes were prepared and submitted to the Security Council

Briefings/consultations in response to all requests by the General Assembly, permanent missions, agencies, the Bretton Woods institutions, international and regional governance and security organizations and NGOs on peacekeeping issues, including updates on political and operational developments in all peacekeeping operations and those related to support for AMISOM	Yes	All requests for briefings/consultations were addressed, including updates on political and operational developments in all peacekeeping operations

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
4 integrated concepts of operations or mission concepts, in line with Security Council mandates, for new and existing peacekeeping operations requiring significant adjustments	3	Mission concepts were revised for three peacekeeping operations (MINUSMA, UNMISS and MINUSCA) in line with adjustments to Security Council mandates. A mission concept for MINUJUSTH was under development in June 2017

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Integrated guidance to all peacekeeping operations on strategic, policy and political operational matters	Yes	Guidance was provided to all peacekeeping missions, including through 565 official substantive communications (code cables) providing policy, political, operational and crisis management advice and operational and procedural guidelines for the conduct of official functions and mission operations
Progress reviews against priority results identified in integrated strategic frameworks, including challenges and recommendations, completed for all established integrated missions or missions in integrated settings, in collaboration with field presences	Yes	9 integrated task forces reviewed progress against priority results identified in integrated strategic frameworks in collaboration with field presences
4 integrated strategic assessments of peacekeeping operations to review and make recommendations on approaches, challenges or opportunities in the area of mandate implementation	6	Advice and support was provided for the planning and conduct of strategic assessments in six peacekeeping missions (UNMIL, UNMISS, UNISFA, UNIFIL, MINUSTAH and UNAMID) The output was higher owing to the changing operational environments in those missions and specific requests from the Security Council

25 integrated technical assessments and/or issue-specific assessment visits, which form inputs to or result in reports that provide overall guidance on and assist peacekeeping operations and support for AMISOM with planning and mandate implementation issues	20	Integrated technical assessments and/or issue-specific assessments took place for 13 missions and support for AMISOM The output was lower owing to the additional strategic assessments and more frequent consultations by videoconference and telephone
Advice and support to 4 mission planning processes on the implementation of the integrated assessment and planning policy	4	Advice and planning support was provided to assessment and planning processes in 4 peacekeeping operations (MINUSTAH, MINUSMA, UNMISS and UNAMID)
4 workshops/training courses on assessment and planning for Headquarters and field personnel	3	Workshops/training courses were organized, comprising 2 training courses in conflict analysis and strategic assessment and a strategic planning and integration workshop The output was lower because the finalization of the DPKO/DFS policy on planning and review of peacekeeping operations took longer than anticipated and the delivery of the fourth training course was postponed to the 2017/18 period
1 workshop for heads of political affairs of all peacekeeping operations	No	The workshop was postponed because of the high number of strategic assessments undertaken and the transitions in the leadership of DPKO and the United Nations
5 advisory notes on United Nations/African Union strategic cooperation in peacekeeping, including the operationalization of the African Peace and Security Architecture, and the triangular United Nations/African Union/European Union cooperation	5	Advisory notes on United Nations/African Union strategic cooperation, including the operationalization of the African Peace and Security Architecture

(c) Office of Military Affairs

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 presentations to Member States, regional organizations and peacekeeping institutes on contributions to peacekeeping, enhanced effectiveness of peacekeeping operations, protection of civilians and evolving operational requirements, to encourage support for strategic and operational courses of action in peacekeeping operations	7	Presentations, comprising 6 to Member States and 1 to the European Union The output was lower owing to the holding of high-level ministerial conferences in London and Paris, which facilitated discussions with Member States

33 briefings, requested by the Security Council, on new or anticipated developments, crisis situations and changes to the mandate of peacekeeping	35	Briefings were delivered, including 17 Military Staff Committee briefings and 18 formal briefings to troop-contributing countries The output was higher owing to higher-than-expected operational requirements related to MINUSMA capabilities
60 strategic analysis reports on the military aspects of significant operational developments in peacekeeping operations and on evolving conflict areas	70	Strategic analysis reports were prepared The output was higher owing to the security situation in the Middle East, the Sahel region and the Great Lakes region
26 briefings to troop-contributing countries on all military aspects of peacekeeping operations as well as operational aspects of the implementation of the recommendations of the High-level Independent Panel on Peace Operations and performance related to the prevention of sexual exploitation and abuse	26	Briefings were delivered to troop-contributing countries

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned output	*Completed (number or yes/no)*	*Remarks*
4 strategic military concepts of operations, statement of force requirements and rules of engagement for new or significantly adjusted peacekeeping operations	4	Military plans, comprising 2 force drawdown plans (UNOCI and MINUSTAH), one force reconfiguration plan (UNAMID) and one force redeployment plan (UNDOF)
6 military assessment and advisory briefings to existing, emerging and new troop-contributing countries on specific operational requirements for new or significantly adjusted peacekeeping operations	10	Advisory briefings to troop-contributing countries The output was higher owing to increased requirements by Member States
Deployment of an organized key nucleus of military staff and/or military staff support team to new and existing missions for up to 90 days	No	There was no requirement for deployment to peacekeeping operations
Replacement of the United Nations Standby Arrangements System with the Peacekeeping Capability Readiness System	Yes	Replacement of the United Nations Standby Arrangements System with the Peacekeeping Capability Readiness System was completed

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
14 strategic or oversight assessment reports of military components of peacekeeping operations	11	Strategic and oversight assessment reports were prepared The lower output was due to reduced requirements for strategic assessment of peacekeeping operations
8 predeployment and assessment reports of troop-contributing country capacities	12	Predeployment and assessment reports The higher output was due to the requirement to increase the operational capabilities for MINUSMA and UNMISS
14 updated threat assessment reports for military operations in peacekeeping settings	5	Threat assessment reports The output was lower owing to a change in methodology and the adoption of a region-based approach to analysis and assessment
1 conference of heads of military components of peacekeeping operations	1	The conference of heads of military components of peacekeeping operations was held in May 2017 in New York
1 workshop for military gender advisers	1	Workshop for military gender advisers was held in April 2017 in RSCE
2 guidance materials, on the Battalion Commander's Handbook and the preparation of force headquarters, and 2 standing operating procedures on the measurement of effects in peacekeeping operations and on the Force Commander's evaluation of subordinate units/subunits	No 2	Owing to changing priorities, the finalization of the 2 guidance materials was postponed to the 2018/19 period Standing operating procedures on the measurement of effects in peacekeeping operations and on the Force Commander's evaluation of subordinate units/subunits were finalized
3 regional workshops on implementation of the United Nations Military Unit Manual and on the implementation of "deterrence and the use of force"	7	Regional workshops were held in Bangladesh, Bosnia and Herzegovina, Egypt, Ghana, Greece, Nepal and the Philippines The higher output was due to increased requirements by Member States
2 military-to-military staff talks with the European Union Military Service	2	Staff talks were held, comprising 1 at United Nations Headquarters in New York and 1 at European Union headquarters in Brussels

(d) Office of Rule of Law and Security Institutions

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop- and police-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
35 presentations to Member State groupings, intergovernmental bodies, groups of friends, regional groups and specialized institutions on the improved delivery of mandates in the field in the context of the global focal point arrangement for police, justice and corrections, and a partnership approach in the areas of the rule of law and security institutions	26	Presentations in the areas of the rule of law and security institutions were provided, comprising 10 in the area of justice and corrections and 16 in the area of policing The lower output was due to reprioritization of resources for travel and related internal reprioritization of other key tasks and activities
Inputs to 48 reports of the Secretary-General and other documents issued by the Security Council and legislative bodies on police, including on the role of policing as an integral part of peacekeeping and post-conflict peacebuilding; justice and corrections; disarmament, demobilization and reintegration; and mine action, weapons and ammunition management, improvised explosive device responses and/or security sector reform	55	Reports The higher output was due to increased focus on the rule of law and security institutions activities in Security Council mandates and reports of the Secretary-General
74 briefings on peacekeeping operations to legislative bodies, Member State groupings, intergovernmental bodies, groups of friends, regional organizations and police-contributing countries in the areas of police (34); justice and corrections (10); mine action, weapons and ammunition management and improvised explosive device responses (10); disarmament, demobilization and reintegration (10); and security sector reform (10)	84	Briefings, comprising 42 on police, 10 on justice and corrections, 10 on mine action, weapons and ammunition management and improvised explosive device responses, 11 on disarmament, demobilization and reintegration and 11 on security sector reform The higher number of briefings was due to increased requests from Member States for specific briefings
4 briefing notes on developments in disarmament, demobilization and reintegration in field operations	4	Briefing notes
1 multi-donor report on mine action covering activities in up to 10 field operations	1	The 2016 annual report of the Mine Action Service, covering activities in 10 field operations, was issued and circulated to donors

Expected accomplishment 2.1: Rapid deployment, establishment or adjustment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 briefings to Member States, agencies, funds and programmes, regional and subregional organizations and specialized institutions or organizations on the implementation of standing capacities, the provision of resources, the division of labour and the development of specialists and rapidly deployable capacities needed in the areas of the rule of law and security institutions	10	Briefings on the implementation of standing capacities in the areas of the rule of law and security institutions
15 end-of-assignment reports on required ongoing support, lessons learned and best practices (9 police, 3 justice and 3 corrections) for new, existing or transitioning peacekeeping operations	18	End-of-assignment reports, on police (9), justice (5) and corrections (4) The output was higher than expected owing to demand for justice and corrections standing capacity support during the reporting period
1 outreach activity to promote the United Nations roster of security sector reform experts	1	Outreach activity was conducted in the area of security sector reform to expand the roster
2 outreach activities to generate specialized police teams and increase the number of female police officers in peacekeeping	2	Outreach activities were conducted in the area of policing to increase the number of female police officers in peacekeeping

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
7 new or revised concepts of operations on police operational plans, and/or standard operating procedures for police components of peacekeeping operations	7	Concepts of operations/standard operating procedures, comprising 5 concepts of operations (MINUSCA, MONUSCO, UNMIL, UNOCI and MINUSTAH), 1 operational plan to support the Haitian National Police development plan, and 1 operational plan to support the Central African Republic police and gendarmerie
49 in-country briefings/presentations on police issues (including the Peacekeeping Capability Readiness System) in peacekeeping operations, and certifications for deployment/rotation following recruitment, selection, assessments and/or inspection of equipment	49	Briefing/presentations, comprising 22 for individuals, including for police officers, and 27 for formed police units

2 guidance documents and training tools for justice and corrections personnel and 1 guidance document on security sector reform	2	Guidance documents, comprising 1 review of the implementation and effectiveness of the interim standard operating procedures on detention and 1 concept note on the engagement of justice components of peacekeeping operations in preventing and countering violent extremism
	2	Guidance documents on security sector reform, comprising 1 lessons learned report on security sector reform in Côte d'Ivoire and one joint United Nations-European Union support plan on security sector reform and rule of law in the Central African Republic
1 standard operating procedure, 1 study on lessons learned and/or 1 guidance note on key operational aspects of disarmament, demobilization and reintegration	1	Standard operating procedure on reinsertion in the Democratic Republic of the Congo
	1	Evaluation study on disarmament, demobilization and reintegration in Côte d'Ivoire
10 co-chaired videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration to develop guidance and share best practices and information and 6 co-chaired meetings of the inter-agency task force on security sector reform to develop guidance and joint programmes for peacekeeping operations	10	Co-chaired videoconferences with the Inter-Agency Working Group on Disarmament, Demobilization and Reintegration
	10	Co-chaired meetings of the inter-agency task force on security sector reform The higher output was due to a new focus of the inter-agency task force on security sector reform on peace sustainment as well as studies of public finance management with the World Bank on public expenditure review exercises
2 training courses, 1 for 25 police planners of peacekeeping operations from regional and subregional organizations and 1 for 25 officers on the senior police leadership roster	2	Training courses/workshops were held, comprising 1 course for 10 police planners and 1 curriculum development workshop for officers on the senior police leadership roster with 70 participants
2 technical assessment missions to provide technical assistance to field operations in the areas of physical security and stockpile management and improvised explosive devices	2	Technical assessment missions were conducted, to UNAMID and UNMISS
3 conferences: 1 for heads of police components of peacekeeping operations; 1 for heads/senior officers of field-based security sector reform components; and 1 for senior officers of disarmament, demobilization and reintegration components, to provide guidance, exchange information, share best practices, review strategic objectives and enhance coordination	3	Conferences/meetings, comprising 1 conference for heads of police components; 1 meeting of security sector reform chiefs; and 1 conference for senior officers of disarmament, demobilization and reintegration components

46 technical or strategic support, review or assessment reports on the implementation of police (12); justice (7); corrections (7); mine action, weapons and ammunition management and improvised explosive device responses (5); disarmament, demobilization and reintegration (10); and security sector reform (5) activities or mandates in peacekeeping operations	47	Technical or strategic support, review or assessment reports, comprising 12 on the implementation of police activities, 14 on the implementation of justice and corrections mandates, 5 on the implementation of mine action, weapons and ammunition management and improvised explosive device responses, 11 on the implementation of disarmament, demobilization and reintegration and 5 on the implementation of security sector reform
1 report on the implementation of recommendations on the review of the Standing Police Capacity	1	The Police Division implemented OIOS recommendations on the review of the Standing Police Capacity and updated OIOS accordingly
1 joint United Nations-African Union police seminar to increase the number of trained, specialized and equipped police capabilities and/or personnel	1	The second conference of the African Union Police Strategic Support Group was held in November and December 2016
1 joint World Bank-United Nations review of public expenditure in a peacekeeping context	1	Security sector public expenditure review was conducted for the Central African Republic

(e) Policy, Evaluation and Training Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
2 informal briefings to the Special Committee on Peacekeeping Operations and 10 bilateral briefings to Member States, on peacekeeping partnerships and related issues	2	Informal briefings to the Special Committee on Peacekeeping Operations concerning partnerships with regional organizations as well as on peacekeeping and peacebuilding
	10	Bilateral briefings to Member States on peacekeeping partnerships and related issues, including gender and women, peace and security, and strategic force generation
1 report to the Special Committee on Peacekeeping Operations on the implementation of the recommendations of the Special Committee	1	Report (A/71/587)

7 briefings to Member States, 12 briefings to the Special Committee on Peacekeeping Operations and 4 briefings to the Security Council and/or its Working Group on Peacekeeping Operations, on cross-cutting thematic issues, policy development, implementation of activities and emerging strategic issues related to peacekeeping operations	7	Briefings, on extension of State authority; community engagement; protection of civilians in peacekeeping missions; review of the child protection policy; the protection of civilians situation in South Sudan; strategic force generation; gender, women, peace and security; and HIV/AIDS
	12	Briefings to the Special Committee on Peacekeeping Operations, on, inter alia, peacekeeping intelligence; welfare; best practices; women, peace and security; civil affairs; protection of civilians; conduct and discipline; uniformed capabilities; security sector reform; medical issues; the High-level Independent Panel on Peace Operations; and child protection
	4	Four briefings to the Security Council and the Security Council Working Group on Peacekeeping Operations, on the protection of civilians and political strategies; peacekeeping intelligence; the Peacekeeping Resource Hub; and challenges with respect to the protection of civilians
4 opening statements by the Under-Secretaries-General for Peacekeeping Operations and Field Support during the debates of the Fourth Committee and the Special Committee on Peacekeeping Operations	4	Opening statements were made to the Fourth Committee and to the Special Committee on Peacekeeping Operations
5 workshops/briefings for technical experts from Member States and partners on new or updated guidance, training and policy on cross-cutting thematic issues, policy development and implementation activities and emerging strategic issues related to peacekeeping operations	5	Briefings, to the Peacebuilding Commission Working Group on transitions; to the Military Staff Committee on protection of civilians; to French Military advisers on the Peacekeeping Resource Hub at the Vancouver ministerial official launch of the Strategic Force Generation Cell; and at a meeting in Sweden on child protection

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
1 mechanism established for the identification and potential provision of forms of support from the European Union in the planning and early deployment of peacekeeping operations	Yes	Existing coordination mechanisms between DPKO/DFS and the European Union were strengthened to identify potential areas of support from the European Union in the planning and early deployment of peacekeeping operations. A joint workshop was held in June 2017 on modalities of coordination between the European Union and the United Nations during the planning and deployment of the European Union military rapid response in support of United Nations peacekeeping operations

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 presentations to national/regional peacekeeping training institutions, think tanks and peacekeeping policy institutes on cross-cutting thematic issues, policy development, implementation activities and emerging strategic issues related to peacekeeping operations	7	Presentations, on the protection of civilians (2); child protection and gender-based violence in emergencies; conflict-related sexual violence; women, peace and security; rapid deployment capabilities; and gender The lower output was due to reprioritization of resources to other priority areas
6 discussion papers and speeches on cross-cutting emerging policy challenges in peacekeeping missions	6	Papers, 1 paper on the measurement of performance in peacekeeping operations; 1 paper on DFS participation in mission review mechanisms; 1 note on peacekeeping and counter-terrorism; 1 note on the protection of civilians; 1 speech at the International Peace Institute; and 1 paper on a review of peacekeeping guidance coordination
6 reports on lessons learned across peacekeeping missions on policy, reform and operational issues in line with departmental priorities	6	Reports on lessons learned, comprising 1 report on the consolidation and closure of MINUSTAH field offices; 1 after-action review on human rights screening measures for Sri Lanka and Burundi; 1 after-action review on protection of civilian situational awareness; 2 analyses of end-of-assignment reports; and 1 report on lessons learned on the Regional Quick Reaction Force (an initiative in UNOCI)
3 additional communities of practice for peacekeeping operations launched or improvement of existing communities	3	Communities of practice were launched: the human rights due diligence policy community of practice; the civil affairs community of practice; and the network for policy and best practices officers and focal points
1 technical guidance material developed on cross-cutting peacekeeping issues, such as women and peace and security, the protection of civilians and child protection	1	Standard operating procedure on special procedures and safeguards for children deprived of liberty by uniformed United Nations personnel
15 field-based technical reports related to the implementation of guidance and lessons learned by peacekeeping operations, including with respect to women and peace and security, civil affairs, the protection of civilians, child protection, mission transitions and HIV/AIDS	11	Reports, comprising a note on the review of guidance on mission structures; a survey of practices on gender mainstreaming in peacekeeping missions; an after-action review on elections in MINUSCA; a report on lessons learned and public human rights reporting; a desk review on support to hybrid courts and tribunals; a note on conducting protection of civilians threat assessments; a survey of practice on field offices structures; a study outlining the scope of the child protection manual and its implementation in peace operations; a report on good practices in gender mainstreaming for peacekeeping operations; an after

		action review of the UNOCI liquidation manual; and a report on transitions in UNMIL The output was lower owing to the reprioritization of activities and resources for travel
6 evaluation reports comprising 4 mission-focused and 2 thematic evaluations	4	Evaluation reports, on formed police units; preparedness for crisis management; strategic communications; and cost-sharing arrangements with the United Nations country team The output was lower because the fifth evaluation on medevac/casevac was postponed, as DFS was preparing a medevac/casevac policy which would address a number of the concerns that had led to the planned evaluation
3 workshops for mission thematic advisers and focal points for knowledge-sharing and training	3	Workshops, comprising a best practices officers workshop; a conference for senior advisers on the protection of civilians; and a biannual workshop for heads of civil affairs
12 e-newsletters to peacekeeping operations on new knowledge management reports	12	E-newsletters issued
10 briefings to international financial institutions, international and regional organizations and NGOs, on peacekeeping partnerships and related issues	10	Briefings, on a United Nations peacekeeping doctrine to the African Union; strategic force generation at the United Nations Peacekeeping Defence Ministerial Meeting; partnerships at the United Nations-World Bank high-level meeting; partnerships at the Norwegian Institute of International Affairs seminar on performance; HIV/AIDS at the United Nations Action Principal Meeting; protecting children from extreme violence at the Wilton Park conference on protecting children from extreme violence: towards a more comprehensive approach to prevention and response; protection of civilians at the Viking 18 planning conference; integrated training on conflict-related sexual violence at an international protection of civilians event in Vienna; the regional acceleration programme on women, peace and security to NATO and the European Union; women, peace and security and the outcomes of regional acceleration of the implementation of resolution 1325 (2000) to OSCE, with NATO and the European Union
2 joint initiatives to be undertaken with the World Bank in 2 peacekeeping operations	2	The United Nations and the World Bank provided joint support in the Central African Republic (MINUSCA) in the development of a national recovery and peacebuilding plan through the recovery and peacebuilding assessment, a partnership framework supported by the European Union, the United Nations and the World Bank; and a joint United Nations-World Bank intersectoral needs assessment was carried out of

		selected internally displaced persons locations in Darfur, funded through the United Nation-World Bank trust fund
2 peacekeeping predeployment training standards produced and made available to all Member States	2	Peacekeeping predeployment training standards were developed, comprising United Nations military unit specialized training materials and core predeployment training materials
2 guidance documents and/or standards on training development, design, delivery and evaluation	2	Documents were developed, comprising the predeployment assessment and advisory visit aide-memoire and specialized training materials on conflict-related sexual violence
1 training needs assessment for peacekeeping mission personnel	1	Training needs assessment on protection of civilians
2 training-of-trainers courses conducted for 48 peacekeeping trainers from Member States	2	Training-of-trainers courses for 63 peacekeeping trainers from Member States, 1 in Egypt for anglophone participants and 1 in France for francophone participants
6 mobile training team activities in support of the predeployment training provided by Member States to military and police personnel for United Nations peacekeeping operations	6	Mobile training support activities and training development in support of the predeployment training in Colombia, Czechia, Morocco, Romania, Sierra Leone and Viet Nam
5 training activities in support of peacekeeping operations: delivery of 1 training for integrated mission training centre trainers, 3 training enhancement activities for field missions and 1 mobile training team support initiative for field personnel	5	Training activities: 3 training enhancement activities for field missions conducted in UNIFIL, MINUSCA and RSCE; 1 mobile training team support initiative for UNMISS field personnel; and 1 training-of-trainers in the development and delivery of exercises for field trainers, conducted in RSCE
8 training recognition services completed for Member States	4	Training recognition visits, in Bangladesh, Kenya, Pakistan and Serbia. Requests from Cameroon, Malaysia, Paraguay and Peru were declined owing to the reprioritization of resources for travel
23 predeployment courses for 350 civilian peacekeeping personnel	20	Predeployment courses for 236 civilian peacekeeping personnel 3 courses were cancelled because of the move of the Civilian Predeployment Training Team from Brindisi, Italy, to Entebbe, Uganda, as approved by the General Assembly in its resolution 70/287
1 workshop for integrated mission training centre personnel from peacekeeping operations	1	Workshop for integrated mission training centre personnel of all peacekeeping operations

Peacekeeping-specific training courses on senior leadership, management and administration for 110 peacekeeping personnel, including 1 senior mission leaders' course, 2 senior leadership programmes, 1 senior mission administration and resource training programme, 1 pilot advanced senior mission administration and resource training programme and 2 intensive orientation courses for heads of military components	1	Senior mission leaders course was delivered to 24 participants from Member States, peacekeeping missions and the United Nations Secretariat
	2	Senior leadership programmes were delivered to 20 participants from peacekeeping missions and special political missions
	1	Senior mission administration and resource training programme was delivered to 40 participants from 20 peacekeeping missions, special political missions and the United Nations Secretariat
	1	Pilot mission advanced staff training programme for 16 participants from 13 peacekeeping missions and special political missions and United Nations Secretariat staff
	2	Intensive orientation courses for 10 heads of military components
3 technical or methodological initiatives to support DPKO and DFS offices and other partners, for the development and delivery of training curricula and materials for peacekeeping personnel, with a view to improving the planning, management, support and conduct of peacekeeping operations	4	Initiatives, comprising the DPKO and DFS induction training programme; support to the Inspira learning management system for field missions; the development of a strengthened protection of civilians training programme aimed at battalion personnel; and a table-top exercise in support of protection of civilians in UNMIL

B. United Nations Office to the African Union

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
The Secretary-General and Deputy Secretary-General each participate in 1 African Union summit	2	African Union summits were attended. The Secretary-General participated in the summits in July 2016 and January 2017
1 meeting between the United Nations Security Council and the African Union Peace and Security Council	No	The annual meeting of the two bodies fell outside of the reporting period. The 2016 meeting was held in March and the 2017 meeting was held in September
2 meetings of the Joint Task Force on Peace and Security	No	Owing to scheduling difficulties and the election of a new African Union Commission in January 2017 and changes in the Administration in the United Nations Secretariat, the meetings did not take place until after the reporting period

18 presentations to the African Union Peace and Security Council on peace and security issues	27	Presentations. UNOAU provided 27 statements to the African Union Peace and Security Council during the reporting period
1 meeting and 6 videoconferences or teleconferences between desks of the Secretariat and the African Union Commission	Yes	UNOAU desks participated in 8 videoconferences and teleconferences on ongoing conflicts in which the United Nations and the African Union have an active role, including in Burundi, Somalia and the Lake Chad Basin region, and shared information on subregional dynamics in the Horn of Africa, Southern Africa, Central Africa and West Africa
1 joint UNOAU-African Union review aimed at assessing progress achieved in the implementation of the Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security	No	The Joint United Nations-African Union Framework for an Enhanced Partnership in Peace and Security was signed in April 2017. During the conference between the Secretary-General and the Chairperson of the African Union Commission, it was agreed to take stock of the progress of the partnership after one year (April 2018), when a full assessment of the implementation of the Framework is to be provided.
12 monthly reports on cooperation in peace operations between the United Nations and the African Union and 52 weekly reports on developments in peace operations of the African Union; 40 code cables/briefing notes on the African Union summits, African Union Peace and Security Council meetings and other high-level meetings focusing on peace and security issues in Africa, including analytical cables on strategic peace operations	12	Monthly analytical reports/code cables
	48	Weekly reports
	48	Code cables/briefing notes, comprising 18 thematic code cables and 30 briefing notes
Contributions submitted to 5 reports of the Secretary-General on various issues related to peace and security	6	UNOAU contributed to 6 reports of the Secretary-General, 1 on the New Partnership for Africa's Development, 1 on the situation in the Lake Chad Basin region and 4 on Somalia
10 meetings of the African Union Partners Group; 2 meetings of the Peace and Security Cluster of the Regional Coordination Mechanism for the Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda	11	Meetings with the African Union Partners Group
	3	Meetings of the Peace and Security Cluster of the Regional Coordination Mechanism. The Peace and Security Cluster was dissolved in February 2016 and the Governance, Peace and Security Cluster was established in February 2017
1 meeting with the African Union and press attachés and journalists of Member States on the United Nations-African Union Partnership	1	Press conference with the Secretary-General was held on 30 January 2017, during the twenty-eighth summit of the African Union

Establishment and management of a UNOAU website to enhance the United Nations-African Union strategic partnership	Yes	The website (http://unoau.unmissions.org/) was maintained to enhance the strategic partnership

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
5 annual reports on the achievements of the pillars of the African Peace and Security Architecture	Yes	UNOAU reported on the achievements of the pillars of the African Peace and Security Architecture via monthly or thematic code cables
4 regional African Standby Force capabilities assessed, the African Standby Force continental logistics base concept adapted and operationalized	Yes	UNOAU supported the assessment of the 4 regional African Standby Force capabilities and the operationalization of the African Standby Force continental logistics bases, including through assistance in developing the continental logistics base concept and the list of equipment and material required for the African Standby Force
9 policies or guidelines produced in support of African Union peace and security capabilities, in areas such as the Joint Operations Centre, the Joint Logistics Operations Centre, the Joint Mission Analysis Centre and contingent-owned equipment	4	Policy documents were produced: (a) the framework to review the relationship between the continental logistics base and the regional logistics depot; (b) a memorandum of understanding between the United Nations and the African Union related to AMISOM; (c) a letter of assist for the deployment of Ethiopian helicopters in AMISOM; and (d) a letter of assist for the deployment of Kenyan helicopters in AMISOM The output was lower owing to changes in the programme priorities of the African Union
Participation in 18 trainings/workshops of the African Union/regional economic community/regional mechanism in support of peacekeeping-related operations	9	Training/workshop sessions: (a) consultative meetings with Member States on implementation of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction and the Convention on Cluster Munitions; (b) a workshop on enhancement of small arms and light weapons control, physical security and stockpile management; (c) a workshop to revise the concept of operations for the African Union regional cooperation initiative on the elimination of the Lord's Resistance Army; (d) an expert-level workshop of the Joint Coordination Mechanism on the African Union regional cooperation initiative on the elimination of the Lord's Resistance Army; (e) an induction workshop for the senior leadership of the Multinational Joint Task Force against Boko Haram, the African Union Peace Support Operations Division and international strategic partners; (f) a workshop on the validation of the draft Maputo Strategic Workplan

		(2016–2020); (g) the Conference of the African Union Police Strategic Support Group; (h) the first consultative and coordination meeting of police-contributing countries to AMISOM; and (i) the eighth African Standby Force training implementation workshop The output was lower owing to changes in the programme priorities of the African Union
Participation in 24 planning meetings or technical missions of the African Union/regional economic community/regional mechanism in support of peacekeeping operations	13	Planning meetings/technical missions: (a) a technical assessment mission to northern Mali; (b) a joint technical assessment mission on the regional cooperation initiative for the elimination of the Lord's Resistance Army; (c) a planning meeting for the African Standby Force doctrine revision; (d) a planning meeting for the German Corporation for International Cooperation-African Union police project; (e) the African Union police institutional frameworks planning meeting; (f) an AMISOM Civilian Casualty Tracking, Analysis and Response Cell workshop; (g) AMISOM Military Operations Coordination Committee planning meetings; (h) a joint African Union-United Nations working group meeting on Somalia; (i) an assessment of the provision by the African Union Peace Support Operations Division of effective strategic guidance to AMISOM; (j) the Africa Security Technology Symposium; (k) a planning meeting of the Joint Technical Committee on the delimitation of the South Sudan/Uganda border; (l) a planning meeting on the implementation of article 5 of the Convention on the Prohibition of the Use, Stockpiling, Production and Transfer of Anti-Personnel Mines and on Their Destruction and article 4 of the Convention on Prohibitions or Restrictions on the Use of Certain Conventional Weapons Which May Be Deemed to Be Excessively Injurious or to Have Indiscriminate Effects; and (m) the first planning meeting of the physical security and stockpile management technical working group The output was lower owing to changes in the programme priorities of the African Union
2 missions in support of the planning, deployment and management of the AMISOM and Somali National Forces operations	2	Missions. UNOAU participated and provided expert technical advice during the joint African Union-United Nations review of AMISOM and the lessons-learned exercise of AMISOM
Participation in 10 African Union/regional economic community/regional mechanism technical missions in support of the strengthening of the African Standby Force	5	Technical missions: (a) the technical inspection with the joint coordination committee on the continental logistics base; (b) technical support for the assessment of strategic lift to the Eastern Africa Standby Force; (c) the African Standby Force verification mission to

		the Economic Community of Central African States and the Southern African Development Community; (d) a workshop on the validation of the draft Maputo Strategic Workplan (2016–2020) The output was lower owing to changes in the programme priorities of the African Union
1 annual joint United Nations-African Union training on conflict analysis/mediation organized	No	The joint United Nations-African Union training on conflict analysis was not organized; however, UNOAU facilitated the participation of African Union Commission personnel in United Nations training on mediation
1 capacity-building strategy for the African Union Mediation Support Unit implemented	No	The African Union Commission did not recruit staff for the Mediation Support Unit during the reporting period
1 capacity-building strategy for the African Union Peace and Security Council secretariat implemented	Yes	The Committee of Experts of the African Union Peace and Security Council participated in a week-long training session organized by UNOAU and the Security Council Affairs Division
1 United Nations-Intergovernmental Authority on Development framework and annual workplan developed	No	UNOAU focused on developing a strategic review of its work in the Horn of Africa. One recommendation was to create resources to support the United Nations-Intergovernmental Authority on Development partnership. Implementation of the framework will commence once it is developed. However, quarterly exchanges between the Authority and the United Nations were conducted during the reporting period
2 policies or guidelines produced in support of the efforts of the Peace Support Operations Division in capacity-building in the area of public information	No	The African Union Peace Support Operations Division did not require support in the area of public information
2 missions in support of media activities related to the strengthening of the African Standby Force	No	The African Union did not plan any related mission that would allow UNOAU public information officers to complete the planned output

C. Department of Field Support

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
90 briefings to the General Assembly and its subsidiary legislative bodies, the Security Council and regional	90	Briefings

organizations on resource management and field support issues		
10 presentations on resource management and field support issues at conferences, seminars and other public forums	5	Presentations, to the aviation industry annual briefing; the Royal College of Defence Studies; the International Peace Institute seminar on field support; the seminar on peace operations organized by Laval University; and the MINUSMA force generation conference The output was lower because there were fewer invitations to speak at public forums than anticipated and more meetings with Member States
8 visits to Member States to discuss resource management and field support issues	8	Visits to Afghanistan, Canada, China, Ethiopia, Italy, Nepal, Pakistan and the United Kingdom of Great Britain and Northern Ireland
52 consolidated responses to the reports of the United Nations oversight bodies and 49 consolidated reports on the status of implementation of some 1,140 recommendations made by those bodies	55 94	Consolidated responses Consolidated reports on the status of implementation of 1,368 oversight body recommendations The output was higher because more recommendations were issued by oversight bodies than anticipated, which necessitated more frequent reporting
4 reports containing the findings and recommendations made by boards of inquiry	No	The reports were not completed owing to high turnover of staff in the Boards of Inquiry Unit and a surge in Headquarters boards of inquiry cases, which necessitated the redirection of resources to the convening of boards of inquiry
24 briefings to Member States and NGOs about the comprehensive strategy to eliminate sexual exploitation and abuse and other types of misconduct in peacekeeping operations	36	Meetings with Argentina (1), Bhutan (1), Canada (3), France (1), Ecuador (1), Ethiopia (1), Gabon (1), Guatemala (1), Indonesia (1), Japan (5), Nigeria (2), Senegal (1), Sri Lanka (1), the United Kingdom (3), the United Republic of Tanzania (3), the United States of America (6), Uruguay (1), Vanuatu (1) and the International Rescue Committee (2) The output was higher owing to closer follow-up with Member States on disciplinary case management and follow-up on the proposals in the reports of the Secretary-General on special measures for protection from sexual exploitation and abuse (A/70/729 and A/71/818)
1 platform to support field support performance oversight and decision-making	1	Platform (field analytics workspace) was in place with 260 registered users
1 website and associated material to support the setting of strategic direction and change management	No	The website template was designed; however, the content was still under development as at 30 June 2017 Communications materials were designed on key DFS initiatives, including the performance framework, mission, vision and priority initiatives. The biannual updates on key developments and initiatives in field

		support, including performance management, were distributed
2 meetings of the Inter-Agency Standing Committee Task Force on Protection from Sexual Exploitation and Abuse	4	Meetings Two additional meetings were held: one transition meeting with the outgoing coordinator of the Task Force and a second meeting to introduce a new coordinator

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
2 comprehensive mission support plans prepared	1	Mission support plan was completed for MINUJUSTH The output was lower than planned because there were no new missions and owing to unanticipated requirements to prepare support plans for UNSMIL, the United Nations Mission in Colombia and the Office of the Special Envoy of the Secretary-General for Yemen
12 briefings to permanent missions on support services delivered to field missions	15	Briefings The output was higher owing to greater interest from permanent missions in field support issues

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Participation in 4 strategic assessments	3	Strategic assessments, 2 related to Somalia (1 on the United Nations presence in Somalia and the other a joint United Nations-African Union review of AMISOM) and 1 to UNIFIL The output was lower than planned owing to an unanticipated requirement to participate in strategic assessments of UNSMIL
1 global client survey and at least 2 meetings of the field support client advisory board	1	Client survey was completed and the results were shared with all stakeholders
	2	DFS client advisory board meetings were held
2 technical assessment visits to field operations to assist with the preparation of mission support plans	2	Visits, to MINUSTAH and UNOCI, to support transition planning
9 visits to field operations to provide direction to mission leadership on resource management and mission	9	The Under-Secretary-General and the Assistant Secretary-General visited 7 missions (MINUSCA, UNAMA, MONUSCO, UNOCI, UNMIL, MINUSMA,

support issues related to mission mandate implementation		and UNMISS), the Regional Service Centre in Entebbe and UNLB
2 visits to assist field missions in the design and implementation of performance oversight frameworks	No	In lieu of field visits, multiple videoconferences were conducted with all missions to introduce and implement the performance framework
24 consultations with heads of mission on resource management and mission support issues related to mandate implementation	62	Consultations (meetings and phone calls) were held between the Under-Secretary-General and heads of mission as well as with all heads of mission at the meeting of special representatives of the Secretary-General The output was higher because special representatives of the Secretary-General routinely met with the Under-Secretary-General to discuss resource management and mission support issues when on official travel to New York
28 consultations with chiefs and directors of mission support to review and assess their performance	28	The Under-Secretary-General had 27 meetings or phone conversations with chiefs or directors of mission support and met with all of them during the conference of directors and chiefs of mission support
3 outreach visits to expand the candidate pool for senior mission appointments and meet organizational objectives for gender and geographical distribution	3	Targeted outreach visits to India, Switzerland and the United States
Strategic risk management guidance provided to field operations, based on the analysis of the findings and recommendations contained in 102 reports of the oversight bodies	Yes	Strategic risk management guidance was provided to field operations, based on the analysis of the findings and recommendations contained in at least 102 reports of the oversight bodies
1,155 oversight and 258 boards of inquiry recommendations recorded in the oversight and boards of inquiry tracking systems	1,368	Oversight recommendations The output was higher owing to the increased number of recommendations issued by oversight bodies
	437	Board of inquiry recommendations tracked in the boards of inquiry tracking system The output was higher owing to the increased number of recommendations issued by boards of inquiry
2 United Nations Headquarters boards of inquiry to address serious incidents in the field	2	United Nations Headquarters boards of inquiry were convened
2 workshops for audit focal points and board of inquiry officers in field operations on ways to improve the follow-up of oversight and board of inquiry recommendations	2	Workshops were held for 49 audit focal points and 24 board of inquiry focal points from 13 peacekeeping operations

4 operational reviews of internal control frameworks and 3 operational reviews of the board of inquiry procedures at missions	4	Operational reviews of internal control frameworks, for MINUSCA, MONUSCO, UNAMID and UNISFA, to prepare missions for the Board of Auditors visits; follow-up on outstanding recommendations of the Board of Auditors and OIOS; and facilitation of the update of the MONUSCO risk register
	2	Operational reviews of board of inquiry procedures in missions The output was lower owing to the continued increase in Headquarters board of inquiry cases
3 visits to peacekeeping operations to provide technical assistance and advice to senior management and conduct and discipline personnel on the implementation of the strategy to address sexual exploitation and abuse and other forms of misconduct	3	Visits were made to MINUSCA, MONUSCO and MINUSMA
175 investigation reports substantiating allegations of misconduct in peacekeeping operations are reviewed and related matters referred for appropriate disciplinary actions by the United Nations or Member States	151	Investigation reports were analysed and referred to Member States, the Office of Legal Affairs, the Office of Human Resources Management or the United Nations Development Programme for disciplinary action and criminal accountability The output was lower because fewer reports were received for review
200 category I and 500 category II allegations of misconduct are recorded in the misconduct tracking system and progress is tracked on completion of investigations and accountability measures are taken	180	Category I allegations were recorded (including 65 allegations of sexual exploitation and abuse)
	459	Category II allegations were recorded The output was lower because fewer allegations were received
Daily average review of 20 names of staff members, United Nations Volunteers and individually deployed police officers or military observers submitted for clearance before the issuance of an appointment or deployment to a peacekeeping operation	22	Staff selection cases, on average, were processed daily, in addition to ad hoc screening requests for candidates to senior leadership positions. The Office also supported approximately 6,000 additional screening requests per month, with 3,399 names processed electronically and 2,601 via manual verification of records, for individually selected police and military personnel and justice and corrections personnel, as well as members of military contingents and formed police units to be deployed in field missions
Approximately 200 active delegations of procurement authority managed in the field, including those to directors and chiefs of mission support	269	Active delegations were managed in the field The output was higher owing to the implementation by DFS of a new approach to more accurately reflect the actual number of delegations. The revised methodology reports on the delegations issued to entities as opposed to the delegations issued to persons, as a delegation to a person may pertain to more than one entity

2 visits to peacekeeping operations to conduct joint reviews with the Department of Management on the exercise of the delegation of procurement authority and the functioning of local committees on contracts at field missions	2	Joint reviews conducted with the Department of Management
Provision of strategic guidance on acquisition planning to field missions on the basis of the ongoing review of annual mission plans and periodic updates of the plans	Yes	Guidance on acquisition planning was provided to all field missions. Annual acquisition plans were reviewed in DFS and at UNLB and shared with the Procurement Division of the Department of Management. Periodic updates of the plans were made available to DFS divisions for review and issuance of strategic guidance to missions
1 workshop for chief procurement officers from field missions on the delegation of procurement authority, acquisition planning and issues relating to Committee on Contracts review	1	The conference of chief procurement officers was convened in collaboration with the Procurement Division of the Department of Management
30 letters of representation reviewed for compliance with accountability measures in all areas of mission support	32	Letters of representation The higher output was due to requests received from UNLB and RSCE
Mentoring and support provided to 7 newly appointed heads and deputy heads of mission taking on their role for the first time	7	Heads and deputy heads of mission were provided with mentoring and support

(b) Field Budget and Finance Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Assessment and calculation for all contingent-owned equipment reimbursement entitlements and death and disability compensation claims for all relevant field operations	3,083	Claims for contingent-owned equipment reimbursement were processed
	335	Letter of assist claims were processed
	134	Death and disability compensation claims were processed
Assessment and calculation of deductions to personnel reimbursement owing to absent or non-functional contingent-owned major equipment contributed to all field operations	4	Quarterly assessment and calculation of the percentage of absent/non-functional major equipment for each contingent were completed and forwarded to the Peacekeeping Financing Division of the Department of Management for further calculation of deductions from troop reimbursement

Negotiations completed for up to 15 memorandums of understanding regarding new contingents deployed to existing field operations, and amendments to up to 20 existing memorandums	21	Memorandum of understanding negotiations were completed, except for MINUSCA (reported separately below under outputs regarding new missions) The output was higher owing to faster response time on the part of the troop- and police-contributing countries with respect to requirements
	186	Amendments to memorandums of understanding were completed The output was higher owing to additional requests from troop- and police-contributing countries, changes in the mission factors and the recommendations of the contingent-owned equipment and memorandum of understanding management review board
20 briefings to permanent missions and other delegations from Member States with regard to memorandums of understanding and the personnel and contingent-owned equipment reimbursement frameworks, including 4 predeployment visits to troop- and police-contributing countries	28	Briefings on memorandums of understanding and contingent-owned equipment were provided; 20 briefings relating to the 2017 Working Group on Contingent-Owned Equipment were conducted; and general briefings were given to several Member States at the Norwegian Defence University College The output was higher owing to the holding of the triennial meeting of the Working Group on Contingent-Owned Equipment
	4	Predeployment visits were conducted, to Côte d'Ivoire, Egypt, Ghana and Portugal
Quarterly reporting/notification to troop- and police-contributing countries on gaps in required contingent-owned equipment and the status of memorandums of understanding and payment of reimbursement of contingent-owned equipment	4	Verification reports from field missions identifying contingent-owned equipment gaps were provided to troop- and police-contributing countries along with the payment/holding letters The status of all unsigned and pending memorandums of understanding was reported quarterly and was discussed with concerned troop- and police-contributing countries
Organization of the 2017 Working Group on Contingent-Owned Equipment, including the collation and dissemination of survey data and working issue papers from up to 30 Member States	Yes	78 issue papers were received from 19 Member States and 26 issue papers were prepared by the Secretariat, for a total of 104 issue papers considered by the 2017 Working Group on Contingent-Owned Equipment
Assessment and administration of premium payments for military and police contingents for risk	7	Risk premiums were assessed and processed
Identification of resource implications for 6 proposals to the Security Council with significant financial and field support implications	7	Resource implications for 7 proposals were identified. The Security Council was informed of the resource implications for UNMISS, MONUSCO, MINUSMA, UNAMID, UNMIL, UNIFIL and MINUJUSTH

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of 4 resource plans and cost estimates for the implementation of new or expanding field operations mandated by the Security Council	1	Resource plan and cost estimate for MINUSMA The output was lower than planned, as it depends on decisions of the Security Council
Direct support for the establishment of field financial and budgetary functions for 2 new or restructured field operations	5	Implementation of Umoja cluster 5 required payroll functions to be removed from individual missions and centred in 2 hubs for all field operations except MINUSTAH and UNOCI. The Field Budget and Finance Division supported the change and related budget and finance staffing adjustments through coordination of the migration exercise. The missions affected were UNLB, UNDOF, UNFICYP, UNIFIL and UNMIK
	2	Implementation of Umoja cluster 5 required payroll functions for the field operations in Colombia and expansion of the Office of the Special Envoy of the Secretary-General for Yemen
Support for the integrated planning and initial deployment of new, expanding and transitioning field operations	2	Integrated planning reviews were undertaken, including a strategic review of the implications of troop deployment in UNAMID and planning for the start-up of MINUJUSTH
Negotiations completed for up to 10 memorandums of understanding regarding contingents deployed to new field operations	11	Memorandums of understanding were negotiated and signed for MINUSCA The output was higher owing to the faster response time on the part of the Governments of troop- and police-contributing countries to the draft memorandums of understanding proposed by the United Nations
Assessment and administration of the premium payments for the rapid deployment of critical enabling capability newly deployed to field operations	1	Assessment and payment of an enabling capacities premium to 1 troop contributing country for a unit deployed to MINUSCA

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Cross-cutting assistance and regulatory advice to all field operations on the formulation of budget proposals, the maintenance and preparation of financial accounts and field financial processes, and the management of available resources	Yes	Cross-cutting analysis and advisory support were provided to 14 peacekeeping operations, UNLB and the Regional Service Centre in Entebbe for budget formulation and year-end closing of financial reports

Comparative analysis and management reports on major resourcing elements in all field operations to improve cost-effectiveness in field resourcing	Yes	Analysis was completed on scorecards across field operations, staffing structure analysis and per capita index of peacekeeping operations
Coordination and preparation of 16 strategic guidance documents on major resourcing priorities to guide the development of annual budget proposals by all field operations	Yes	Strategic guidance documents were prepared and issued for 14 peacekeeping operations, UNLB and RSCE
Annual revisions to standard resourcing allocations and prices for implementation in field operations	Yes	The standard cost and resourcing manual was updated and used for the setting of resourcing parameters for peacekeeping operations
Coordination of 6 reviews of major resource elements across field operations and participation in civilian staffing reviews for up to 4 field operations	4	Civilian staffing reviews were coordinated, for MONUSCO, MINUSCA, MINUSMA and UNLB
	3	Reviews of major resource elements: (a) a review of the number of armoured personnel carriers and support vehicles deployed across missions compared with the Contingent-Owned Equipment Manual standard and mission averages; (b) a desk review of mission support staffing across 5 large peacekeeping missions, with emphasis on ratios of support to uniformed and civilian personnel; and (c) an in-depth analysis of resourcing elements across all peacekeeping missions The output was lower owing to the level of detail and depth required in the reviews that were carried out
Analysis of the major resourcing aspects of up to 3 major, multidimensional projects with implications for field operations	3	Analyses: (a) coordination, in collaboration with the Office of the Under-Secretary-General for Field Support, of new mission support performance indicators and targets for the 2017/18 budget proposals; (b) completion of aviation costs and fleet analysis, including military and civilian aircraft, across all peacekeeping missions; (c) in-depth analysis of resourcing elements across all peacekeeping missions to support the deliberations of senior leadership of DFS and DPKO in the context of the 2017/18 budget discussions with the legislative bodies
Administration of residual matters relating to 5 field missions being liquidated, including follow-up on outstanding and disputed payments, compliance with administrative requirements and compilation of asset disposal reports	4	Liquidation activities were conducted for lessons learned, including liquidation guidance, for UNOCI, MINURCAT, UNMIT and UNSMIS (closed missions)

8 visits to provide on-site support to field operations, including the development of major budget priorities, analysis of major cost efficiencies and the implementation of financial administration initiatives	4	Visits, to UNMISS, MINUSMA, an engineering/environment workshop in Brindisi, and the annual visit for year-end financial statement closing activities and analysis of shared services at the Regional Service Centre in Entebbe The output was lower because some of the planned visits for on-site budget support were replaced by a United Nations Headquarters desk-top exercise
5 visits to support the sustainability and realization of the benefits of IPSAS, Umoja and shared services arrangements, through in situ assistance to 3 missions and RSCE during the financial year-end closing process	1	Visit The peacekeeping closing support team was deployed to RSCE in mid-June 2017. The visit allowed for communication with all missions to resolve issues related to the financial year-end closing process

(c) Field Personnel Division

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
1 recruitment plan developed for each peacekeeping mission in a start-up, expansion or transition phase to achieve their target incumbency rates as specified in the missions' compacts	Yes	For missions in liquidation or downsizing, relevant phase-down plans were established and implemented. No new peacekeeping missions were established during the reporting period
Rosters maintained across 24 job families through analysis of capacity gaps and development of a yearly generic job openings schedule, with at least 800 new candidates endorsed by the field central review bodies	Yes	1,115 candidates were endorsed by the field central review bodies for generic job openings across 24 job families The output was higher owing to an increased number of qualified candidates
60 Member States engaged, through the biannual outreach to troop- and police-contributing countries, round tables, individual bilateral meetings and 2 regional outreach visits	61	Member State engagements: 1 round table for troop- and police-contributing countries, with the participation of 52 Member States (including 34 individual bilateral outreach meetings) and 9 individual bilateral meetings with non-troop-contributing and non-police-contributing countries
	1	Outreach visit to Tunisia was completed. The second outreach visit could not be finalized before the end of the financial year owing to the reprioritization of financial resources for travel
1 strategy developed for the utilization of national capacities in peacekeeping missions	1	Strategy on nationalization in peace operations was developed

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Performance measurement, monitoring and direct strategic advisory provided on all delegated human resources management authorities to support peacekeeping missions achieving human resources management goals and targets	Yes	Direct strategic advice was provided to all human resources management authorities through dashboards at the global, regional and mission levels for monitoring the strategic and operational human resources performance indicators of field missions
4 field visits to missions by the Rapid Response Team to provide dedicated support and surge capacity during critical phases, such as start-up, transition, downsizing or crisis management, and support their planning processes, human resources strategy, staffing structure and mission reconfigurations	4	Field visits. Staff members of the Rapid Response Teams were deployed to support the transitions in MONUSCO and UNMIL and the liquidation processes in UNOCI and MINUSTAH
Accountability and human resources monitoring framework for human resources functions rolled out to 80 per cent of peacekeeping missions; support and guidance provided to field missions to facilitate utilization of the framework	70 per cent	The dashboards and key strategic/operational indicators were rolled out to all missions. The framework for monitoring of human resources delegated authorities was completed and presented to all field missions. The promulgation of the standard operating procedures on the central monitoring of delegated human resources authorities was scheduled for after the end of the reporting period
Legal and policy guidance and responses provided for approximately 300 informal and formal cases and inquiries from field missions, the Management Evaluation Unit, the Ombudsman and Mediation Services, OHRM and other offices	620	Legal and policy guidance and responses were provided for over 500 informal and formal cases and enquiries and 120 formal communications were issued to missions on policy guidance on the conditions of service and other related human resources issues The output was higher owing, inter alia, to a large number of cases related to downsizing exercises in the missions
2 field visits to monitor delegated human resources management authorities	2	Visits were conducted, to UNSOS and MINUSMA
3 visits to missions conducted to deliver on-site staff advice and technical support, including on the management of locally recruited and international staff, in the light of the roll-out of the global mobility and career development framework, the further deployment of Umoja, process changes, staffing reviews and downsizing	3	Field visits were conducted, to UNSOS, UNMIL and MINUSTAH, to deliver on-site advice and technical support

1 assessment centre conducted to strengthen succession management of field missions	No	The assessment centre exercise was not conducted, as the required funding was not approved
1 comprehensive strategy implemented for capacity-building of field human resources practitioners, including certification programmes, a mentoring programme and human resources career pathing	1	Comprehensive strategy was implemented for capacity-building of field human resources practitioners, including a certification programme, mentoring and human resources career pathing, to enhance the capacity of field human resources professionals
1 guidance on staffing principles and parameters developed based on lessons learned from the civilian staffing reviews	1	Conceptual model and methodology for staffing principles and parameters was developed for guidance
1 dashboard developed for each mission, covering strategic, operational and transactional indicators for informational and monitoring purposes	1	Field analytics workspace was developed and made available to field missions. The workspace provides detailed information on key strategic indicators, such as vacancy rates, gender balance and recruitment timelines

(d) Logistics Support Division

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
20 logistical, technical and movement-related briefings to permanent missions and troop- and police-contributing countries	20	Briefings were provided to troop- and police-contributing countries
Input to 15 reports of the Secretary-General relating to logistics support; provision of 4 quarterly global status reports on contingent-owned equipment	Yes	Inputs were provided on logistical implications for 15 reports of the Secretary-General on issues related to peacekeeping support
	4	Global status reports on contingent-owned equipment were produced
10 predeployment visits to troop- and police-contributing countries to assess logistics support capabilities and advise Member States about sufficiency and/or shortfalls under categories of major equipment and self-sustainment	14	Predeployment visits were made to Member States to assess logistics support capabilities and advise on shortfalls in contingent-owned equipment The output was higher owing to operational requirements
Technical support to 10 troop- and police-contributing countries in preparing documentation and cargo readiness for deployment to field missions; and provision of contingent-owned equipment verification reports for reimbursement processing and performance evaluation	10	Troop- and police-contributing countries were provided with technical support for four peacekeeping missions (MINUSCA, MINUSMA, MONUSCO and UNAMID)
	Yes	2,661 verification reports on major equipment and self-sustainment were made through field missions

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
6 mission-specific force requirements reviewed and 4 technical assessment mission reports for peacekeeping operations provided	6	Mission-specific force requirements were reviewed (MINUSMA, MONUSCO, MINUSCA, UNAMID, UNMISS and UNOCI)
	4	Assessment reports were completed (UNMIL, MONUSCO, MINURSO and MINUSCA)
Maintenance of 100 logistics-related systems contracts	100	Systems contracts maintained
3 meetings with international partners, including Member States, to identify and establish functional arrangements within areas of logistics cooperation in the field	3	Meetings conducted, with the European Union, the African Union and Germany
3 framework agreements/memorandums of understanding completed with Member States to provide on-call enabling capabilities for field missions	2	Agreements completed, including a memorandum of understanding with Germany and a technical agreement with France. A third agreement with the United Kingdom was in progress as at 30 June 2017
		The output was lower owing to the continuation of discussions with the United Kingdom on finalizing terms and conditions

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Development and promulgation of rations and fuel manuals for all missions and implementation of the electronic rations management system in 4 missions	No	While the manuals were revised continuously to reflect the latest developments in the areas of rations and fuel support, the promulgation of the fuel manual was scheduled for after 30 June 2017 and the promulgations of the rations manual (guidelines) by June 2018
		The electronic rations management system was implemented in 4 missions (UNAMID, MONUSCO, UNISFA and UNIFIL)
4 engineering assessment reports in field operations on progress of construction and engineering projects	No	The output was not achieved owing to competing priorities, including a focused approach on the comprehensive review and updating of systems contracts for engineering support to the field missions
Aviation module (aviation information management system) of the Field Support Suite deployed to all aircraft-operating field missions, revision of the aviation equipment catalogue and production of digital maps for all airfields in support of peacekeeping operations provided	Yes	The aviation information management system was implemented in all missions with air assets
	Yes	The aviation catalogue was revised and promulgated during the reporting period

6 inspections and assessments of potential and existing air vendors and aircraft-operating field missions and 3 technical aviation assessment reports in field operations	6	Inspections and assessments, comprising 1 assessment of a commercial vendor and 5 inspections for potential military unit providers
	2	Technical aviation assessment reports The output was lower owing to the reprioritization of resources for other operational requirements, such as the development of requests for proposals and the renewal/replacement of air charter agreements
Replacement of 5 expiring charter agreements and development and promulgation of a policy on the utilization of standby aircraft charter agreements	18	Expiring charter agreements were replaced The output was higher owing to operational requirements of the field missions
	No	The promulgation of a policy on standby charter agreements was overtaken by a comprehensive review of United Nations aviation, including finalization of the aviation manual, which, upon completion, will include potential requirements for directives for standby arrangements
6 meetings with troop- and police-contributing countries to negotiate memorandums of understanding in support of deployment and/or address memorandum of understanding shortfalls identified by the contingent-owned equipment and memorandum of understanding management review board	6	Meetings
Preparation of IPSAS-compliant financial reports on assets for incorporation into the financial statements of the Organization	Yes	IPSAS-compliant financial reports for plant and equipment inventory for the period ending 30 June 2016 were completed and submitted to the Office of Programme Planning, Budget and Accounts on time for inclusion in the financial statements
4 quarterly performance reports on the implementation of property management directives and IPSAS compliance by the field missions	4	Quarterly performance reports were finalized
15 reports on the aviation safety assessment of peacekeeping missions and regional aviation safety offices and 4 joint reports with the Air Transport Section on the evaluation of air vendors	11	Aviation safety assessment reports The output was lower because aviation safety assessment reports were not completed for low-risk missions and regional aviation safety offices
	1	Vendor evaluation conducted jointly with MONUSCO The output was lower owing to the fact that 3 joint evaluation reports were not required, given that other inspections/evaluations related to potential military unit providers took place

5 briefings at conferences, peacekeeping training centres and to troop- and police-contributing countries on logistics support planning and operations and 5 briefings to troop- and police-contributing countries on medical technical support to peacekeeping operations	5	Briefings on medical and engineering issues to the Working Group on Contingent-Owned Equipment (2), the Pacific area senior logistics officers conference (1), and the medical strategy leadership course (2)
	5	Briefings on medical technical support were provided to 4 troop- and police-contributing countries and the Special Committee on Peacekeeping Operations
Conduct 2 major supply chain management conferences/workshops to continue evolving end-to-end supply chain management business processes with a focus on the integration with Umoja capabilities as well as training programmes	2	Major supply chain management conferences/workshops were conducted, 1 on the finalization of the supply chain management blueprint and 1 on the implementation of the supply chain management blueprint, including its integration with the Umoja logistics solution
	3	Training programmes, 1 on the supply chain operations reference model, 1 joint workshop with the Procurement Division on the supply chain management initiative and 1 joint workshop with UNLB on implementation of the supply chain management blueprint

(e) Information and Communications Technology Division

Expected accomplishment 1.1 Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
3 analysis reports on international boundaries to enhance the knowledge base of international boundary issues, including the status of disputed boundaries, treaties, maps and satellite imagery	3	Analysis reports were prepared 9 queries were received from Member States and United Nations agencies on issues related to international boundaries and disputed territories, for which guidance or responses were provided
Analysis and coordination of Second Administrative-level Boundaries data from 10 Member States	6	Analysis and coordination of Second Administration-level Boundaries data from 6 Member States The output was lower owing to the lack of relevant data sets in the responses received from Member States

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Communications links established within 24 hours of arrival of the information and communications technology equipment in a new peacekeeping operation	No	No new peacekeeping operations were established during the reporting period
Information, geospatial and communications technology support for new peacekeeping operations in response to newly established Security Council mandates	No	No new peacekeeping operations were established during the reporting period
Updated geospatial database (or United Nations map) on 2 priority areas for peacekeeping operations	4	Geospatial databases were updated for missions in Burundi, the Democratic Republic of the Congo, Yemen and the Lake Chad Basin region

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
ICT support for the Business Solutions Centre, field network and field applications, and disaster recovery and business continuity operations provided to all peacekeeping operations and UNSOS	Yes	ICT support was provided to all peacekeeping missions and UNSOS
6,000 audio- and videoconferencing services provided to field operations, including technical and day-to-day operational support	6,264	Audio- and videoconferencing services were provided to field operations The output was higher owing to the growing acceptance and use of videoconferencing as an effective way to hold meetings between geographical locations
Statements of work and technical evaluation for 5 planned systems contracts and monitoring and administration of 37 existing contracts for ICT services and equipment	5	Statements of work were delivered
	37	Contracts for ICT services and equipment were monitored and administered
15 disaster recovery plans for field operations reviewed as well as guidance and oversight of disaster recovery reconstitution exercises in 5 missions	15	Mission disaster recovery plans were reviewed and verified, including oversight for disaster recovery exercises in 5 missions, which entailed the review of the disaster recovery exercise reports for those missions
	Yes	The following field support solutions were implemented in support field missions:

Optimized existing ICT systems and infrastructure in all peacekeeping operations and UNSOS		(a) The e-accommodation module to manage and maintain United Nations-based accommodations was implemented in MINUSMA; (b) The Cargo Movement Request/Cargo Booking System was implemented in UNMIK; (c) The Field Access Control System was implemented in MINURSO; (d) The global movement of personnel application to standardize a common workflow for personnel movement processes was implemented in UNIFIL; (e) The travel request module was implemented in UNIFIL; (f) The electronic document management framework COSMOS was implemented in MINURSO; (g) Public websites were created or enhanced for UNISFA; (h) A telephone e-billing solution was implemented in MINURSO; (i) A situational awareness solution (IBM i2 Analysis Suite) was implemented in UNMISS; (j) A situational awareness solution (Sage) was implemented in UNFICYP, UNSOS and UNMISS; (k) A Medical Support Section reporting tool was implemented in various peacekeeping missions
Administration of 4 existing systems contracts for the provision of geospatial information systems services, software and satellite imagery	4	Systems contracts were administered
Development of a partnership and contractual arrangement for the provision of open source geospatial software-based services	Yes	Established the United Nations open geospatial information systems initiative, with the participation of interested Member States, the open source geospatial information systems community and academia, to streamline and integrate open source technologies to effectively support United Nations field operations. No contractual arrangement was required at this development stage
Timely provision of geospatial datasets obtained from 2 field missions to fulfil the information requirements of the Secretariat in response to an ongoing or developing crisis	2	Geospatial datasets from UNAMID and UNMISS were completed to fulfil information requirements in response to crises

Redesigned, virtualized and optimized information and communications technology systems and infrastructure for peacekeeping operations and UNSOS to ensure a stable foundation with which to support Umoja Foundation, Umoja Extensions and other clusters and IPSAS-related imperatives; improve responsiveness and resilience, as well as develop and deploy reporting and business intelligence solutions	Yes	The wide area network was redesigned to utilize technology that will improve the responsiveness and resilience of ICT systems

D. Department of Management

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of technical and substantive secretariat support to approximately 100 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, and approximately 30 draft resolutions and 30 reports of the Committee for adoption by the General Assembly	111	Formal and informal meetings of the Fifth Committee on peacekeeping matters were held and advice on procedures was provided In addition, a significant number of informal informal consultations on peacekeeping matters were held and supported, including late night and weekend consultations
	32	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	28	Reports of the Fifth Committee were adopted by the General Assembly
Preparation of notes on the programme of work and the status of documentation and preparation of approximately 25 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	The programme of work was updated on an ongoing and as-needed basis, prior to, during and at the close of each session
	27	Procedural notes were prepared on peacekeeping-related items
Maintenance and update of the web pages of the Fifth Committee relating to peacekeeping matters	Yes	Two websites were maintained and updated on an ongoing basis, including weekly and daily updates of the public website during sessions and the organization, presentation and maintenance of 5,210 pages of supplementary information on peacekeeping-related issues on the Fifth Committee eRoom

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
90 meetings of the Headquarters Committee on Contracts and 20 meetings of the Headquarters Property Survey Board are held	100	Meetings of the Headquarters Committee on Contracts
	20	Meetings of the Headquarters Property Survey Board
Review of 500 procurement actions and 125 disposal actions	470	Procurement actions
	406	Disposal actions
		The variances in the number of cases actually reviewed were due to the number of cases submitted to the Headquarters Committee on Contracts
3 field assistance missions to monitor and evaluate the functioning of local committees on contracts in peacekeeping missions	3	Field assistance missions
12 training courses on committees on contracts and property survey boards in support of peacekeeping missions	16	Training courses were organized and conducted
100 additional staff enrolled for the online training resources on the committees on contracts and property survey boards	180	Additional staff were enrolled
Review of 7 procurement challenges by independent high-level experts	6	The Award Review Board received 6 procurement challenges during the reporting period; all of them were handled in-house and did not require the involvement of independent experts
Provision of support to predeployment, deployment and post-production support activities to ensure the seamless integration of Umoja Extension 1 functionalities for cluster 5 and the project to decommission Galileo	Yes	Under the guidance of the Umoja project, OHRM and the Office of Programme Planning, Budget and Accounts, cluster 5 was successfully deployed in November 2016, engaging over 570 staff in a variety of deployment activities
		The migration from Galileo to Umoja supply chain management involved 3 critical components: (a) cleansing and enriching Galileo data substantially to conform to Umoja requirements; (b) cleansing and enriching material master data; and (c) enhancing Umoja supply chain management functionality to ensure that all Galileo functionality was fully replaced before deployment in the field
		Umoja-related incidents have been declining steadily, with resolution provided at Headquarters (tier 3 (Umoja team)) and tier 2 b (process owners)) as well as at the local level and through the integrated service desks

Provision of a communications and engagement strategy to peacekeeping missions that outlines how information will be progressively disseminated to support personnel in the integration of Umoja Extension 1 in cluster 5 and the project to decommission Galileo	Yes	The Umoja communications strategy is aligned with the Umoja master project plan. During deployment and stabilization, the Umoja communications team provided guidance to communications focal points, ensured awareness of the various resources and information materials, provided updates and coordinated dissemination efforts. The Umoja community in Unite Connections also served as a repository and collaborative tool. While most communities are managed by their respective owners, overall guidance pertaining to technical issues, updates and the management of general content is under the purview of the Umoja project
Provision of educational materials and clear guidelines to end-users and managers to support the preparation for Umoja implementation in cluster 5 and the project to decommission Galileo, including the design and delivery of training and support materials such as job aids and user quick guides, leveraging the official website, iSeek and Unite Connections as well as direct communications with field missions	Yes	Communication and change management activities continued in coordination with all stakeholders, using channels such as release notes, newsletters, iSeek articles, the Umoja website and a Umoja companion smartphone application. These activities intensified during deployment through weekly conferences, town halls and go-live celebrations. Multiple business groups were engaged on a regular basis through videoconferences and special workshops to inform, educate and sustain engagement For cluster 5, 100 per cent of transactional users and 95 per cent of self-service users had completed training prior to deployment. The implementation was facilitated by the consolidation of mission payroll operations into 2 centres, the payroll staff of which were also trained by payroll specialists from Headquarters, offices away from Headquarters and regional commissions, and strong local process expert and OHRM partner training programmes For the decommissioning of Galileo, training was conducted in 3 cycles to ensure proper coverage. The Galileo decommissioning project team also conducted process and change impact workshops in 11 missions
Provision of 350 reasoned decisions on behalf of the Secretary-General on whether a request for management evaluation by peacekeeping staff members is receivable and, if so, whether the contested decision complies with the applicable rules and regulations	506	Reasoned decisions
Provision of 30 reasoned decisions on requests for suspension of action submitted to the Secretary-General in cases involving the separation of service of peacekeeping staff members	85	Reasoned decisions

Identification of systemic issues in respect of the decision-making authority of managers serving in peacekeeping missions and the issuance of guidance based on lessons learned	Yes	Volume 5 of the lessons learned guide was issued

(b) Office of Programme Planning, Budget and Accounts

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
30 reports on budget performance and budget estimates for 14 active peacekeeping operations and UNSOS	28	Reports of the Secretary-General on budget performance of and budget proposals for 13 active peacekeeping operations and UNSOS
	1	Report of the Secretary-General on the budget performance of UNOCI
	1	Report of the Secretary-General on the revised budget for UNOCI for the 2016/17 period
	1	Note on financing arrangements for UNISFA for the 2016/17 period
1 report on the updated financial position of closed peacekeeping operations	1	Report of the Secretary-General on the updated financial position of 29 closed peacekeeping operations
10 reports and notes on the administrative and budgetary aspects of the financing of United Nations field operations, including the overview report, the support account for peacekeeping operations, GSC and RSCE	6	Reports of the Secretary-General, on the overview of the financing of the United Nations peacekeeping operations (1); the support account for peacekeeping operations (2); UNLB (2) and RSCE (1)
	1	Report of the Secretary-General on the review of the United Nations Office to the African Union
	4	Notes by the Secretary-General on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations
18 supplementary information packages provided to the Advisory Committee on Administrative and Budgetary Questions for 14 active peacekeeping operations and UNSOS, GSC, RSCE and the support account for peacekeeping operations	20	Supplementary packages (2,036 pages) were provided for 13 active peacekeeping operations, UNOCI, UNSOS, UNLB, RSCE and the support account The output was higher owing to the provision of supplementary information packages related to the financial arrangements note for UNISFA and the revised budget for UNOCI for 2016/17

	1	Request for additional resources for UNDOF for the phased return to Camp Faouar, pursuant to the report of the Secretary-General (S/2016/803) as an authority to enter into commitments
Review and coordination of responses to follow-up questions from legislative bodies on 14 active peacekeeping operations and UNSOS, GSC, RSCE, the support account and cross-cutting issues	3,985	Pages of written responses to questions raised: 2,350 pages of responses to follow-up questions from the Advisory Committee on Administrative and Budgetary Questions and 1,635 pages of responses to follow-up questions from the Fifth Committee
A set of IPSAS-compliant financial statements and notes for all active and closed peacekeeping missions	Yes	IPSAS-compliant financial statements for the 2016/17 period were released to the Board of Auditors on 30 September 2017
Online status of contributions, including summary information and outstanding assessed contributions	Yes	The status of contributions, including summary information, has been available online to Member States and users from United Nations offices through the contributions web portal

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Assist the peacekeeping operations in the selection of banks to provide the required banking services	Yes	Assistance in the selection of banking services was provided to UNMISS

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of guidance on IPSAS benefits realization	Yes	The results of IPSAS benefits realization were presented to the IPSAS Steering Committee and reported to the General Assembly in the ninth progress report on the adoption of IPSAS by the United Nation (A/71/226). The IPSAS Steering Committee decided to discontinue the dedicated reporting exercise and to integrate it into the financial statement preparation process
Provision of guidance on sustaining IPSAS compliance in the missions	Yes	Provided direct guidance on specific issues through videoconferences, direct support to peacekeeping missions and a workshop for chief finance officers and key finance and budget officers, held in Brindisi in May 2017 The IPSAS team provides ongoing guidance and support on policy and accounting treatment queries

Monitoring of the delegation of financial authority to field operations	Yes	Approved designations of heads of section for significant budget and finance functions, as needed, and issued and revoked delegations of financial authority, ensuring that there were no unauthorized financial transactions or approvals
Monitoring the audit recommendations pertaining to accounting and budgetary aspects of field operations	Yes	Reviewed and tracked audit recommendations pertaining to accounting and budgetary aspects of field operations to ensure timely implementation of those pertaining to the Office of Programme Planning and Accounts and to monitor internal control issues at field missions identified by auditors
Provision of advice to peacekeeping operations on financial regulations and rules; accounting policies, procedures and practices; and insurance matters	Yes	Policy guidance and advice on compliance with IPSAS were provided on a continuous basis through the review of monthly accounts and bilateral communications. Assistance was provided with regard to the review of the travel module and the preparation for the decommissioning of Galileo system
Provision of training and policy guidance to field finance operations on improved internal controls and rectification of audit findings	Yes	The Peacekeeping Accounts Section and the Peacekeeping Financing Division jointly held the annual IPSAS finance and budget workshop in UNLB and provided guidance on the audit findings of the prior year and the timely and accurate closing of June 2017 accounts
Processing of 20,000 payments to Member States, staff and vendors	16,900	Over 16,900 payments to vendors were processed, not including payments to Member States and staff
Processing of 10,000 education grant claims and advances	10,000	Over 10,000 education grant claims and education grant advances were processed
Negotiation and administration of 12 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	12	12 policies were negotiated, put in place and administered for peacekeeping operations
Provision of health and life insurance to all eligible international and national peacekeeping staff and dependants	Yes	All eligible international staff members who chose to enrol and all national staff members were provided with health insurance coverage for themselves and their dependants. Life insurance coverage was provided on an optional basis to all eligible staff
Settlement of peacekeeping commercial insurance claims and the claims reviewed by the Advisory Board on Compensation Claims	All	All complete commercial insurance claims presented were sent to the insurers, reviewed, processed and/or settled under the respective insurance policies. All complete claims were reviewed by the Advisory Board on Compensation Claims and its secretariat at the subsequent monthly meeting of the Board

Timely issuance of the assessment letters and comprehensive reminders to Member States regarding unpaid assessments	Yes	47 assessment calculations and 14 credit calculations were completed and communicated to Member States in a timely manner. Comprehensive reminder letters regarding unpaid assessments were sent to Member States
Processing of 3,500 investment settlements for peacekeeping operations in accordance with industry standards	626	Investment settlements were processed in accordance with industry standards The lower output was due to the change in the way deposits and withdrawals from participating funds in the cash pool are recorded and maintained following implementation of cluster 4 in Umoja
Processing of 3,000 receipts from Member States for contributions for peacekeeping operations and maintenance of accurate and up-to-date unpaid contributions records	Yes	Approximately 3,700 receipts were issued to Member States for peacekeeping operations, and contribution records were maintained on an accurate and timely basis The variance relates to the actual number of payments made by Member States. The number of payments are, in part, related to the legislative decisions by the General Assembly and the Security Council, which determine the authority to issue peacekeeping assessments, the mandate period covered by each assessment for each operation and consequently the number and timing of assessments
Delegation to field finance officers of the authority to act as approving officers	55	All delegations and revocations of approving authority were processed in a timely manner
Visits to 6 peacekeeping operations, GSC and RSCE to provide strategic advice and on-site assistance on budgetary and financial issues	4	Visits to 2 peacekeeping operations, the conference of directors and chiefs of mission support and the workshop for chief finance officers and key finance and budget officers
500 funding authorizations and 31 staffing table authorizations for peacekeeping operations, UNSOS, GSC, RSCE, Headquarters departments and offices, and peacekeeping trust funds on an ongoing basis	525 36	Funding authorizations Staffing table authorizations, including 20 for peacekeeping operations, UNSOS, UNLB and RSCE and 15 for Headquarters departments and offices The output was higher owing to the mission requirements for UNOCI, MONUSCO, UNDOF, UNMISS and UNOAU
10 financial reports and other financial communications to donors for peacekeeping trust funds	1	Financial report and other financial communication The number was lower than planned because there were no requirements

Organization and conduct of videoconferences with peacekeeping operations, UNSOS, GSC and RSCE, as and when required, on pending budget assumptions and justification issues during the performance and budget report finalization phase	Yes	Videoconferences were held with all active field operations during the budget review process High-level review meetings relating to budget and performance issues for the support account were also held
United States dollar funds of peacekeeping accounts invested in accordance with United Nations approved guidelines	Yes	United States dollar funds of peacekeeping accounts are invested in accordance with United Nations approved guidelines
Execution of approximately 2,350 investment-related electronic fund transfers, 900 foreign exchange purchases and 450 investment settlements	Yes	1,172 foreign exchange purchases and 626 investment settlements were executed. Investment-related electronic funds transfers are no longer used under Umoja
Execution of approximately 180,000 payroll and vendor payments for peacekeeping missions	Yes	Over 180,000 payroll and vendor payments were made during the period
Recording of approximately 3,000 incoming payments for $7.6 billion to peacekeeping accounts; and transfer of approximately 800 replenishments for $1.5 billion to house banks managed by peacekeeping missions	Yes	Achieved. Approximately 800 replenishments for $1.5 billion were transferred to house banks managed by peacekeeping missions
Processing of approximately 200 bank signatory amendments for house banks managed by peacekeeping missions	481	Bank signatory amendments for house banks managed by peacekeeping missions. Treasury continued to provide support to all peacekeeping missions by performing amendments to the signatory panel on their 70 bank accounts in a timely manner
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control	Yes	Systems were updated, maintained and operated in line with service requirements of the Office. Umoja post-implementation support, including master data management, finance role provisioning and global Treasury banking support were provided within the approved resources
Maintenance of charts of accounts and other finance-related data; development and enhancement of ad hoc applications	Yes	Finance master data management support for Umoja was implemented and maintained. Maintenance and enhancement of budget forms and troop databases continued
Enhanced financial management reports	Yes	Financial reports for Umoja supporting peacekeeping continue to be expanded, and reports already deployed were maintained. Provided ongoing training of users globally for utilization of business intelligence reports

(c) Office of Human Resources Management

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Annual report on the composition of the United Nations Secretariat, including staff demographics for field operations	2	Reports issued: the report of the Secretary-General on the composition of the Secretariat: staff demographics (A/71/360) and the report of the Secretary-General on the composition of the Secretariat: gratis personnel, retired staff and consultants and individual contractors (A/71/360/Add.1)
Online reports for Member States on human resources information for field operations, including support for 300 users in the permanent missions and ad hoc reports on human resources in response to requests from Member States	Yes	Online reports, including support for 334 users from 148 Member States, with 8,571 HR Insight page hits and 273 requests

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of legal advice to address administrative law issues, representation of the Administration before the United Nations Dispute Tribunal in cases brought by field-based staff and processing of disciplinary matters referred for action by DFS	Yes	Provided legal advice for DFS/DPKO personnel and handled the processing of 142 disciplinary matters arising in the peacekeeping missions; processed 198 appeals filed by staff in peacekeeping operations and advised and represented the Administration before the Dispute Tribunal, including on issues relating to the informal resolution of appeals
Comprehensive salary surveys in MINUSTAH, UNFICYP, MINUSCA, UNMIL, MINUSMA and MONUSCO; upon request by the local salary survey committee, conduct approximately 16 interim salary surveys for a number of locations that are either the headquarters of the missions or the duty stations that are within the mission areas; review approximately 30 revised salary scales for the General Service and the National Professional Officer categories	Yes	Comprehensive salary surveys were completed in MINUSCA, MINUSMA, UNMISS and MONUSCO. The surveys in UNFICYP and MINUSTAH were postponed to the second half of 2017. In addition, 8 duty station locations requested interim salary surveys. 16 salary scales for the General Service and the National Professional Officer categories were reviewed
Monitor and review the special measures pertaining to local salaries that are currently in place for UNMISS and UNDOF	Yes	The special measures in UNMISS were extended in 2016 and discontinued in 2017, with the introduction of the new General Service and National Professional Officer salary scales. UNDOF special measures were discontinued
	181	Instances of written and oral policy advice

Provision of policy advice on matters affecting mission staff, including on pertinent policy frameworks and development, conditions of service in the field, and liaison with ICSC and the Field Group of the Human Resources Network	66	Working days of substantive participation in meetings (ICSC, the Staff Management Committee, the Human Resources Network, the Advisory Committee on Administrative and Budgetary Questions and the Fifth Committee) on topics directly relevant to field and mission staff
	70	Working days of substantive policy support for the strengthening of the United Nations response to sexual exploitation and abuse and other policies directly relevant to the field
	710	Actions on support services for the administration of field-related entitlements
	57	Administrative instructions and information circulars were developed and issued
	19	Reviews of ad hoc requests for daily subsistence allowance for field staff
Development of standard job profiles to streamline and standardize functional titles, levels, duties and responsibilities for field personnel to facilitate the global mobility and career development framework	No	No additional input was required from OHRM, since the Field Personnel Division developed a considerable number of standard job profiles
8 WebEx-based continuous medical education sessions for medical personnel in the field	Yes	8 WebEx education sessions were provided
Organization of 1 regional meeting of chief medical officers and head nurses	1	Meeting of chief medical officers and force medical officers was organized in May 2017. The main focus was on the health care quality and patient safety standards being developed in the Medical Services Division and the roles of chief medical officers and force medical officers in their implementation. Health risk assessment tools were also introduced to the group
3 reports on on-site assessment of field mission medical facilities, as requested, and 1 regional medical evacuation centre linked to peacekeeping missions	1	Assessment of hospitals in India was conducted for approval of a regional evacuation centre
	3	Visits were conducted to Fiji, Jordan and Viet Nam to assess facilities and advise on United Nations standards for the deployment of a level II or level III hospital. No field missions were visited as no requests were received from missions
Provision of standards for medical evaluation and oversight of medical clearance conducted in the field; medical clearance of military observers and United Nations police for recruitment; pre-mission briefings and medical consultations and	Yes	The new health status questionnaire form was introduced to the field along with the standard operating procedures for providing medical clearance. Random checks were conducted in the electronic records management system (EarthMed) to ensure compliance and consistency across duty stations. Videoconferences were held with all missions. The agenda included, not

immunizations for staff travelling to field operations		only medical clearance, but also public health challenges, the writing of standard operating procedures, medical evacuations and data management
8 mission-readiness and resilience workshops for staff planning to work in field missions; and psychosocial assessments/counselling/training in 2 peacekeeping missions	4	Mission-readiness workshops
	19	Resilience workshops
	382	Psychosocial counselling sessions
	2	Training sessions, in UNIFIL and MINUSMA
Provision of active case management for 90 per cent of staff who meet criteria of long-term sick leave	100	Per cent case management of long-term sick leave cases (>60 days)
Completion of the EarthMed roll-out and provision of ongoing support to all peacekeeping missions	Yes	EarthMed was fully implemented in all peacekeeping missions and support was provided
Guidance to 14 peacekeeping missions and UNSOS on the exercise of delegated authority for human resources management, including mission support visits	14	Peacekeeping missions and UNSOS
Information on the human resources management scorecard is reported for 14 peacekeeping missions and UNSOS, including to the Management Performance Board, the Management Committee and the Performance Review Group	14	Peacekeeping missions and UNSOS reported on the scorecard, including to the Management Committee
Implementation of the global mobility and career development framework for staff in the political, peace and humanitarian job network in 2016 and for one additional network in 2017 for 14 peacekeeping missions and UNSOS	Yes	The framework was implemented for staff in the political, peace and humanitarian job network in 2016 and for staff in the information and telecommunication technology network in 2017
Conduct of videoconferences, webinars and briefings to inform staff in the political, peace and humanitarian network of the mobility and career development framework	71	Videoconferences/webinars
	24	Presentations were delivered on the new staffing system for staff in the political, peace and humanitarian network. A specific mobility and career development framework section of the human resources portal was developed and regularly updated
Clearance and certification of 30 chief or equivalent functions in administration and human resources management in DFS and in field operations	38	Clearances and certifications were issued for DFS and peacekeeping operations

6–8 outreach missions to identify candidates for field operations and for Headquarters support for peacekeeping operations	3	Outreach missions have been undertaken to Angola, the Republic of Korea and to the United States. Social media sites and virtual career fairs were used extensively and coordinated efficiently with the Field Personnel Division of DFS to broaden outreach services and increase global awareness
Online and ad hoc reports on human resources in response to requests from 14 peacekeeping missions and UNSOS	Yes	40,136 online requests were handled through the self-service tool HR Insight and 885 ad hoc requests were responded to
Development, administration and analysis of Internet-based cognitive tests for identified positions for using on general mental abilities	Yes	The planned pre-selection tests were administered efficiently for recruitment for positions under the new staff selection system. The Internet-based tests helped to objectively and fairly reduce the number of applicants to be considered for the next steps in the recruitment process
Guidance on the implementation of the Inspira talent management system using instruction manuals and other tools to support peacekeeping operations	Yes	Timely guidance was provided to the peacekeeping operations in coordination with the Field Personnel Division A training session was provided in Brindisi in April 2017 for chief human resources officers from peacekeeping missions on human resources staffing policy, processes, procedures, the new staff selection system, managed mobility and strategic human resources targets
Provision of guidance, advice and support, training, communication, monitoring and evaluation on performance management, including the revised policy, to all staff in field operations, through videoconferences, WebEx, briefings and teleconferences	Yes	17 trainers from 9 peacekeeping missions completed the training-of-trainers in October 2016 and are delivering face-to-face training to field mission staff. The results of monitoring and evaluation efforts were published in the 2015/16 end-of-cycle reports to highlight trends, including completion rates and ratings distribution, and are available to all staff and managers via iSeek. 71 policy queries from field missions were responded to
Design and delivery of updated online training, guidance and user support on the e-performance tool, in accordance with the revised policy for all staff in field operations	Yes	Online training is available to all missions following the roll-out of the Learning Management System at the beginning of 2017. All staff have access to the e-performance tool, and 77 human resources officers from 16 field missions were trained in performance management
Provision of 2,800 consultations and guidance on various human resources-related issues to staff members in peacekeeping operations	2,871	Consultations and guidance were provided to ensure the appropriate and consistent application of the Staff Regulations and Rules, policies and best practices. Consultation on staff movement across missions, in particular on separation, remains intensive, given the ongoing civilian staffing review and reconfiguration of missions. Consultation and advice were also provided on the review of conversion to continuing appointment

Provision of administrative support to handle approximately 300 requests related to the termination of appointments owing to the civilian staffing review, the closure of peacekeeping missions and other reasons, outside activities, special leave with full/half pay, family support, waiver of privileges and immunities, administrative reviews and appeals and exceptions to the Staff Regulations and Rules; and implementation of the continuing appointments review	335	Administrative support was provided for requests that required approval by the Secretary-General, the Under-Secretary-General for Management, the Assistant Secretary-General for Human Resources Management or OHRM. Extensive support was provided in relation to termination, entitlements, settlements and preparation for the downsizing and closure of peacekeeping missions, including UNOCI and UNMIL

(d) Office of Central Support Services

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

[illegible]	[illegible]	[illegible]
Identification of archival records at UNOCI for immediate transfer to Headquarters	Yes	1,975 linear feet of paper records and 1 terabyte of electronic records were identified for immediate transfer to Headquarters and received. This increased the volume of digital holdings of the Administration and Records Management Section by 25 per cent and the paper holdings by 5.6 per cent
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	1,053	Reference responses on peacekeeping archives were provided to the Secretariat, Member States and the public. These included retrieval of peacekeeping records, responses to advisory requests from the missions and responses to peacekeeping records access and declassification requests
100,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation	Yes	Over 100,000 pages (1,717 items, 115 gigabytes) of archival records from UNPROFOR were digitized. This constitutes 4 per cent of the peacekeeping records that have been identified for digitization (4,100 boxes/2.5 million pages)

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

[illegible]	[illegible]	[illegible]
Issuance of 1,500 purchase orders, 230 systems contracts, including amendments, and 350 regular contracts, including amendments, in support of peacekeeping operations	1,762	Purchase orders
	191	Systems contracts
	444	Regular contracts

Organization of business seminars in 25 locations for developing countries and countries with economies in transition and training of 10 staff from chambers of commerce on procedures for vendor registration	45	Business seminars were conducted, of which 29 were held in countries with developing economies and economies in transition. 58 representatives from chambers of commerce/trade or similar government agencies of Member States were trained in vendor registration procedures and United Nations procurement processes in general
Follow-up on applications for registration in the United Nations Global Marketplace within 1 month with all vendors that participated in business seminars	Yes	4,115 companies attended the business seminars. Applications were followed up within 1 month with all vendors that attended the seminars
Review of 1,000 and 200 supplier-submitted qualification level requests at levels 1 and 2, respectively	Yes	2,497 level 1 and 157 level 2 qualification level requests were reviewed
73 new international tenders launched in support of existing peacekeeping missions for the entire range of engineering support and equipment, modularization (enabling capacities in the context of the global field support strategy), vehicles, armoured vehicles, airport specialized vehicles and material handling equipment, including all related spare parts and after-sale service, fuel, including turn-key contracts, rations, general supplies, medical and security equipment and services and ICT requirements	75	New international tenders were launched for engineering, vehicles, fuel, including turn-key contracts, rations, general supplies, medical and security equipment and ICT requirements
220 new international tenders launched in support of peacekeeping missions in relation to passenger and cargo movements, long-term air and sea charters, freight-forwarding, logistics and aviation services	196	New international tenders for logistics requirements were launched. The lower output was due to the lower level of operational demand for international tenders
22 site visits, bidders' conferences and contract negotiations prior to contract award for the new tenders launched, participation in 5 trade and industry fairs to ensure that competition is maximized and participation in the DFS rations contract management conference at GSC	23	Site visits, bidders' conferences and contract negotiations were conducted prior to contract award for the new tenders launched
	9	Trade and industry fairs were attended
Review of 200 local procurement authority requests and 100 local committees on contracts/Headquarters Committee on Contracts cases in which the threshold for the peacekeeping missions' delegation of procurement authority has been exceeded	176	Local procurement authority requests were reviewed
	97	Local committees on contracts/Headquarters Committee on Contract requests were reviewed

7 procurement assistance visits	6	Procurement assistance visits were conducted (MINUSMA, UNMISS, MINUSCA, UNISFA, UNAMID and UNSOS). The output was lower owing to operational requirements and the reprioritization of planned activities
Technical review and administration support of 286 established high-value and complex systems contracts (30 vehicles contracts, 80 contracts on fuel, rations and supplies, 32 engineering contracts, 10 long-term freight-forwarding, logistics-related and ship charter contracts, 100 long-term air charter and aviation-related contracts, 34 information technology and communications contracts) in support of peacekeeping operations	346	High-value and complex systems contracts, comprising:
	52	Vehicles contracts
	97	Contracts on fuel, rations and supplies
	58	Engineering contracts
	98	Long-term freight-forwarding, air charter and aviation-related contracts
	41	Information technology and communications contracts
		In addition, the Regional Procurement Office managed 83 contracts during the 2016/17 period
35 staff trained in supply and value chain management, contracting for fuel, food rations, vehicles, sea charter, air charter and other specialized training courses	Yes	36 staff members attended or participated in specialized training courses
30 staff at Headquarters and field operations enrolled in external professional procurement certification courses, including online courses and webinars	Yes	25 staff members (15 in field operations and 10 at Headquarters) were newly enrolled in external professional procurement certification courses with the Chartered Institute of Purchasing and Supply. In addition, 6 staff members continued their study in the certification courses, of which 4 (3 in field operations and 1 at Headquarters) have now received a diploma
100 staff at Headquarters and field operations trained in procurement courses offered at the online Procurement Training Campus	Yes	A total of 1,929 certificates were issued to 468 staff members enrolled in the 7 courses offered online on the Procurement Training Campus
200 market surveys, assistance to DFS on commercial negotiations and review of letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military helicopters and fixed-wing aircraft and maritime services in support of peacekeeping missions	118	Requests for market surveys were processed
	100	Letters of assist/Headquarters Committee on Contracts cases from DFS for the deployment, rotation and repatriation of troops and contingent-owned equipment and for the provision of military aviation assets and maritime services in support of peacekeeping missions were reviewed

Performance of 250 cargo insurance requests in support of inter-mission shipments, including preparation of monthly reports for the Insurance and Disbursements Service, 6 mission cargo insurance claims handled in consultation with the Travel and Transportation Section and 45 shipping authorizations and import customs clearances performed for United Nations property shipped between missions and New York	277	Cargo insurance requests were processed
	2	Mission cargo insurance claims were handled
	56	Shipping authorizations and import customs clearances were performed
Due diligence investigations of requests for sole-source procurement based on the proprietary nature of goods and services to ensure internal control, including performance of market research related to ICT requirements from missions	Yes	Provided services with regard to sole-source procurement due diligence
Negotiation of 45 airline agreements to reduce costs to field missions	41	Agreements. The lower output was due to ongoing negotiations with 4 airlines
Responses to requests for guidance relating to specific air travel implementation and shipments policies and procedures provided to peacekeeping missions through the following platforms: the Unite Communities online forum, iNeed, telephone and email	1,283	Responses The output achieved represents a more than four-fold increase compared with the 2015/16 period owing to the participation of a greater number of staff from field missions in both videoconferences and online forums moderated by the Travel and Transportation Section
Participation in training workshops organized by DFS to provide guidance on the technical aspects of travel operations, such as execution of policies and procedures, calculation of lump-sum entitlements, construction of airfares for complex itineraries and Umoja travel workflows	1	Workshop The lower output was due to the increase in videoconference sessions
Provision and facilitation of 12 video teleconference sessions with the travel units of peacekeeping missions relating to ongoing changes in the travel and shipment industries and Umoja travel processes and issues	24	Videoconference sessions The increase in output was due to demand from peacekeeping missions for more guidance with respect to new Umoja travel functionalities
7,400 travel authorization inspections	4,270	Travel authorization inspections The lower output was due to the delegation of travel arrangements to field missions with the implementation of Umoja. Additionally, the introduction of global negotiated discount agreements with airlines that may be accessed by travel processing offices across the field missions obviates the need for travel requests to be forwarded to Headquarters

Issuance of 5,300 United Nations travel documents and visas	3,770	Travel documents and visas The lower output was due to the five-year validity of the chip-enabled United Nations laisser-passer and the lower overall volume of travel
Entitlement calculation of 350 lump-sum home leave travel requests for DPKO and DFS at Headquarters	434	Lump-sum home leave travel requests The higher output was due to the increased number of DPKO/DFS staff at Headquarters taking home leave travel
Arrangement of 200 shipment consignments (registrations) of personal effects	6	Shipment consignments The lower output was due to the decentralization of inbound shipments to field missions effective 1 May 2015
Screening and delivery of incoming and outgoing mail and valises to DPKO, DFS and all peacekeeping missions	553,976	Pieces of postal and courier mail were processed
	46,413	Pounds of pouch mail were processed
	317	Valises for pouch services were screened, inspected and delivered
Support the use by MONUSCO and UNIFIL of the Information and Communications Technology Division enterprise applications for electronic records management that is in accordance with United Nations record-keeping requirements	Yes	A visit was made to MONUSCO to provide support in electronic records management in accordance with United Nations record-keeping requirements. In order to give priority to visits to liquidating and downsizing missions, support to UNIFIL was provided remotely
Office accommodation and related support services provided in accordance with United Nations standards to all staff and contractors funded from the support account at Headquarters	Yes	Standard office accommodation and related support services were provided to support account staff and contractors
The fixed assets framework is established and available to DFS and all field missions	Yes	The fixed asset management framework has been developed and implemented across the Organization
Roll-out of a training module on fixed assets and certification programme for property managers and fixed asset management officers available to DFS and all field missions	Yes	The training module on procedures and certification for property management has been rolled out and is available to all peacekeeping entities in Inspira

(e) Office of Information and Communications Technology

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Implementation and support of the electronic fuel and rations management solutions in 2 additional peacekeeping operations	3	Deployments of fuel management solutions, in UNLB, UNFICYP and MINURSO
	4	Deployments of rations management solutions, in UNAMID, UNISFA, MONUSCO and UNIFIL
Provision of support for the enterprise identity management application to users at Headquarters and in the field	Yes	Application support was provided
Provision of support for the contact database application to users at Headquarters and in the field	Yes	Application support was provided
Implementation of the second major release of the customer relationship management application for troop contribution management in 4 peacekeeping operations adding the mobile component to eliminate paper-based inspection in the field	5	Deployments, in UNSOS, MINUSMA, MONUSCO, UNISFA and MINUSTAH
Help desk and production support for Inspira, including enhancements to the talent management, performance management and learning management modules for use in all field operations (Inspira support centre)	Yes	Inspira support was provided by the Unite enterprise service desk globally The Inspira team provided 5 releases with 252 enhancements across multiple areas, including recruitment, reference verification, performance management and Umoja integration
Annual help desk support and training associated with human resources queries from field operations	Yes	Inspira support was provided by the Unite enterprise service desk globally. The Inspira team provided ongoing training aids to clients globally

E. Office of Internal Oversight Services

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
OIOS reports specifically requested by the General Assembly	1	Report on the activities of the Office of Internal Oversight Services: review and evaluation of strategic deployment stocks (A/71/798)

Annual report to the General Assembly on peacekeeping oversight results	1	Report on the activities of the Office of Internal Oversight Services on peacekeeping operations for the period from 1 January to 31 December 2016 (A/71/337 (Part II))

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 audit reports by auditors at Headquarters	16	Audit reports Additional reports were produced in relation to ICT audits, trust funds and management of air transportation
75 audit reports by auditors at peacekeeping missions	65	Audit reports The lower output was attributable to the evacuation of UNMISS staff after the July 2016 crisis in Juba, vacancies in Entebbe and the reprioritization of resources for review and evaluation of the strategic deployment stocks
1 meeting of chief resident auditors for annual work planning and 1 meeting of resident auditors for professional development	1	Meeting of chief resident auditors for annual work planning
	1	Meeting of resident auditors for professional development
2 evaluation reports addressing cross-cutting strategic priorities or topics	3	Cross-cutting evaluation reports on: (a) DPKO/DFS planning during the force generation process and related engagement with the Security Council and troop-contributing countries; (b) integration between peacekeeping operations and the United Nations country teams in Côte d'Ivoire, the Democratic Republic of the Congo and Haiti; and (c) the results of national police capacity-building in Côte d'Ivoire, the Democratic Republic of the Congo and Haiti by United Nations police in UNOCI, MONUSCO and MINUSTAH
1 evaluation report addressing a specific aspect of performance at the subprogramme level	1	Review and evaluation of strategic deployment stocks
350 reviews and analyses of reports of possible misconduct for decisions as to jurisdiction and investigative action	353	Reviews and analyses of reports
9 advisory notes issued regarding the oversight of peacekeeping operations	3	Advisory notes The lower output was attributable to the lower number of new types of cases that would require the issuance of dedicated advisory notes

11 backlogged investigation cases completed	4	Cases were completed. There was a net increase of 18 backlogged cases, from 4 cases (as at 1 July 2016) to 22 cases (as at 30 June 2017) The lower output was attributable to the vacancies in the Division and the focus on sexual exploitation and abuse cases
1 investigation training programme	1	Investigation training programme was delivered on the forensic interviewing of children
1 annual internal review of the investigation policy and policy guidance and/or promulgation of additional policies/guidance on investigation techniques	1	The review of the Investigations Division's internal policy and procedures to improve operational efficiency is ongoing. Policies, procedures and the Division's compendium have been updated: (a) to reflect the amended legal framework on protection against retaliation for reporting misconduct and for cooperating with duly authorized audits or investigations, in accordance with the Secretary-General's bulletin ST/SGB/2017/2; and (b) to foster a more victim-centred approach when investigating sexual exploitation and abuse cases

F. Executive Office of the Secretary-General

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of advice for approximately 125 reports of the Secretary-General to the Security Council and the General Assembly on peacekeeping issues	160	Reports to the General Assembly and the Security Council The output was higher owing to the deterioration of the situation in various peacekeeping operations as well as increased attention to thematic issues, such as peacebuilding, terrorism, accountability, the responsibility to protect and conflict-related sexual violence. Mission reviews, mission reconfigurations and transitions also led to an increase in workload
Provision of advice for approximately 1,600 talking points, including the preparation of 12 presentations by the Secretary-General to the Security Council	Yes	This included talking points for trips by the Secretary-General and his delegation and trips by the Deputy-Secretary-General and his/her engagement on peacekeeping operations. It also included support to the weekly meetings of the Executive Committee/Deputies Committee

Provision of advice for 200 letters related to peacekeeping matters from the Secretary-General to the Security Council, the General Assembly, other intergovernmental bodies, troop-contributing countries and other key interlocutors on peacekeeping issues	218	The output was higher owing to the deterioration of the situation in various peacekeeping operations, as well as increased attention to thematic issues, such as peacebuilding, terrorism and accountability. There has also been an increase in the exchange of letters with key interlocutors on peacekeeping issues. Mission reviews, mission reconfigurations and transitions also led to increased workload

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Comments and guidance to peacekeeping missions, DPKO and DFS on the Secretary-General's reports on peacekeeping missions provided within 5 days	Yes	Guidance was usually provided within 5 working days, except in cases when the complexity or sensitivity of the issue required additional review days
Advice in the preparation and subsequent revision of reports on peacekeeping issues to be submitted to the Security Council, the General Assembly and other intergovernmental bodies provided within 5 days	Yes	Advice was usually provided within 5 working days, except in some rare cases when the complexity or sensitivity of the issue required additional review days

G. Administration of justice

(a) Office of Staff Legal Assistance

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of updated statistics and other information with respect to administration of justice issues in peacekeeping missions for inclusion in 3 annual reports: report of the Secretary-General on administration of justice at the United Nations; report of the Internal Justice Council on administration of justice; and activity report of the Office of Administration of Justice	Yes	Output fully achieved

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of summary advice in 100 per cent of cases received and representation in 100 per cent of peacekeeping-related cases received and found to have a reasonable chance of success	Yes	Output fully achieved, with assistance from regular budget staff owing to the very high demand. The Office provided summary legal advice to 432 peacekeeping staff and opened a further 150 cases for representation
Provision of clear legal advice in 100 per cent of cases found not to have a reasonable chance of success, to dissuade inappropriate use or overuse of the justice system	Yes	Output fully achieved
Awareness-raising activities to increase appropriate utilization of dispute resolution mechanisms, for example, through dissemination of electronic and written materials	No	Not achieved, owing to the reprioritization of resources because of the high number of cases received

(b) Office of the United Nations Ombudsman and Mediation Services

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Services in at least 600 ombudsmen and mediation cases, including through on-call ombudsmen and mediators	1,283	Cases, which was the highest number in 5 years The increase in usage was attributable to the continued information campaign and greater awareness of staff members and managers of the informal system
Cross-cutting tracking and analysis of 600 cases to identify contributing factors to conflict and systemic issues for regular upward feedback, with a view to organizational improvement	1,283	Cases The higher output was attributable to the continued increase in the usage of the informal system by staff members and managers
Annual report to the General Assembly, including information on systemic issues	1	Report of the Secretary-General on the activities of the Office (A/72/138) was issued
11 regular and ad hoc visits to peacekeeping operations to provide on-site conflict resolution services and to enhance conflict competence though outreach and awareness	14	Visits, comprising 11 regular and 3 ad hoc visits to peacekeeping missions in over 14 locations, in MINUSMA, MINUSCA, UNIFIL, UNOCI, MINUSTAH, UNMIK and UNMIL

8 visits to provide services within the mission area by the Regional Ombudsman in Goma (MONUSCO)	8	Visits within the mission area, including Kinshasa, Kananga, Lubumbashi, Bunia, Dungu, Kalemie and Beni
8 visits to provide services within the mission area by the Regional Ombudsman in Entebbe (UNMISS, UNAMID, UNISFA)	10	Visits to locations in UNMISS, UNAMID and UNISFA, including Wau Aweil, Karjok, Juba, Malakal, Rumbek, Bentiu, Abyei, El Fasher, El-Geneina and Zalingei
Awareness-raising and skill-building activities to enhance conflict competence, for example through video teleconferencing; WebEx; bimonthly updates to the Office's website; production and distribution of electronic and print informational material (2,000 brochures, 300 folders and 200 posters); and 40 presentations/workshops for staff and managers	171	Outreach activities, including meetings, training sessions, workshops and information sessions targeting 4,000 staff and senior officials, as well as partnership consultations with internal and external stakeholder groups Production and distribution of electronic and print informational material, including materials on the fifteenth anniversary of the establishment of the Office

H. Ethics Office

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Responses to 100 inquiries from field missions	129	Ethics enquiries responded to by the Office
Administration of approximately 1,650 financial disclosure filings or declarations of interest from peacekeeping-funded personnel	1,564	Financial disclosure forms or declarations of interest received and processed
4 official visits to peacekeeping missions (UNAMID, MINUSCA, UNDOF and UNLB)	Yes	Visits to 7 peacekeeping locations (UNLB, UNDOF, UNMOGIP, UNAMID, MINUSCA, UNFICYP and RSCE)
Deployment of the annual leadership dialogue project in field missions	Yes	The leadership dialogue was launched on 13 September 2016 and the related leader's guide was prepared
Design and implementation of a review of the impact of Ethics Office services on support to peacekeeping missions	Yes	The review of the impact of Ethics Office services on support to peacekeeping missions was completed

I. Office of Legal Affairs

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of legal support and assistance in the form of legal opinions, advice, legal defence, communications, support and assistance to all peacekeeping missions and Headquarters on an as-needed and ongoing basis, regarding:	Yes	See the remarks concerning specific outputs below
70 legislative aspects of peacekeeping missions, including their mandates and governance, and on the applicability of United Nations regulations and rules	173	Memorandums, correspondence and other written and verbal communications and accompanying legal texts and drafts concerning the legislative aspects of peacekeeping operations The increased output was attributable to a higher-than-expected demand for advice
325 institutional and operational arrangements, including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements	339	Agreements, memorandums, correspondence and other written and verbal communications and accompanying legal texts concerning institutional and operational arrangements for peacekeeping operations
40 instances of advice and negotiations concerning logistical and other support arrangements with Governments, other international organizations and United Nations entities	51	Agreements, memorandums, correspondence and other written and verbal communications and accompanying legal texts and drafts concerning logistical and other support arrangements with Governments, other international organizations and United Nations entities
95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations	103	Memorandums, correspondence and other written and verbal communications with international criminal tribunals in connection with their activities, as well as support for the establishment of truth and other commissions and boards of inquiry in the context of peacekeeping operations
25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	29	Memorandums and other written and verbal communications concerning investigations into allegations of such violations
595 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations,	737	Draft contracts, memorandums, advice on negotiations, and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations

disposition of assets, and air and sea charter arrangements		The increased output was attributable to heavy demand for legal services for all of the various commercial aspects of peacekeeping operations
75 instances of advice on claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death, including claims arising from aircraft accidents or attacks on United Nations premises or personnel	143	Matters involving claims arising from peacekeeping operations for which legal analysis, advice and settlement negotiations were undertaken The increased demand was attributable to a significant increase in the number of claims submitted in connection with essential mission support services, as well as claims of force majeure from contingent-owned equipment transport services providers, concerning which the Office of Legal Affairs is working with DFS and the Office of Central Support Services/Procurement Division to revise contracting forms and practices for such services
15 financial questions, including formation and interpretation of the Financial Regulations and Rules, treasury operations and complex banking and custody arrangements for peacekeeping operations	67	Memorandums and related documents and advice on financial questions The increased demand was attributable to questions relating to donor funding arrangements and the conclusion of banking arrangements for field operations
2 arbitration or litigation instances or advisory services relating thereto, including representation of the Organization before arbitral, judicial and other quasi-judicial and administrative bodies	7	Legal representation and support for ongoing arbitral proceedings and for other judicial or administrative proceedings arising out of or related to the Organization's peacekeeping operations The increased demand was attributable to one vendor commencing 5 separate arbitral proceedings during the reporting period
65 instances of maintaining the privileges and immunities of the United Nations and its peacekeeping operations before judicial, quasi-judicial and other administrative bodies	157	Instances of maintaining privileges and immunities, including legal correspondences and related representation The increased output was attributable to higher demand for legal services in connection with maintaining, and where necessary, waiving the privileges and immunities of the Organization in the context of requests to make United Nations officials and documents available for purposes of judicial, quasi-judicial and administrative proceedings related to allegations of sexual exploitation and abuse
46 instances of advice related to accountability and conduct and discipline of United Nations and associated personnel, including in respect of sexual exploitation and abuse, and related support and advice to conduct and discipline teams, internal and external investigations, and the Organization's	93	Memorandums and other correspondence relating to accountability issues The increased output was attributable to a heavy demand for legal services in connection with various accountability and investigation issues, as well as the Organization's response to addressing sexual exploitation and abuse in peacekeeping operations

cooperation with the authorities of Member States within the framework of the Organization's privileges and immunities		
175 instances of advice on personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	184	Memorandums and related documents and advice concerning personnel matters
20 cases representing the Secretary-General before the United Nations Appeals Tribunal	66	Instances of representation of the Secretary-General in cases before the United Nations Appeals Tribunal The increased output was attributable to numerous cases having arisen in MONUSCO because of Mission downsizing and the abolition of posts
240 instances of advice on matters and cases under the system for the administration of justice	304	Instances of advice on matters and cases arising under the system for the administration of justice The increased output was attributable to increased demand for advice on matters relating to the downsizing and closure of various missions
50 legal aspects of security, including the application of the Security Handbook	62	Memorandums and related documents and advice
120 instances of participation in peacekeeping-related standing committees, boards and training events and other organizational forums, as well as in the development and review of policies, reports, framework agreements guidelines and operating procedures	157	Instances of participation in peacekeeping-related standing committees, including the Headquarters Committee on Contracts, the Headquarters Property Survey Board and the Advisory Board on Compensation Claims, as well as related legal advice to boards of inquiry and review of policies, reports and procedures
20 instances of providing advice concerning the legal aspects of innovative technologies for activities of peacekeeping operations, including technologies related to situational awareness surveillance	27	Memorandums and related documents and advice
50 instances of providing advice on the establishment of expert panels to review issues related to peacekeeping matters, providing such panels with technical and legal assistance and following up on their outcomes	47	Memorandums and related documents and advice

J. Department of Public Information

Expected accomplishment 3.1 Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	Completed (number or yes/no)	Remarks
25 broadcast-quality stories per month on topics related to peacekeeping produced and distributed by UNifeed through its website and through the Associated Press Television News global video wire	25	An average of 25 broadcast-quality stories on topics related to peacekeeping are produced per month and distributed by UNifeed through its website and through the Associated Press Television News global video wire, which reaches more than 1,000 broadcast points (more than 560 broadcasters) globally, and through Reuters and Eurovision
Monthly uploading and hosting of 8 peacekeeping-related web videos on the UN Web TV and on the United Nations Channel on YouTube	8	An average of 8 web videos related to peacekeeping have been uploaded per month and hosted on the UN Web TV website (webtv.un.org) and/or the United Nations Channel on YouTube
5 feature stories per year on peacekeeping topics for the *UN in Action* series and distribution to broadcasters worldwide	5	Feature stories for *UN In Action* on peace and security topics were distributed to global broadcasters
2 in-depth reports on peacekeeping topics for the Department's monthly magazine	2	Feature stories for the monthly news magazine series
Video for non-broadcast purposes, such as presentations to the Security Council and to potential troop-contributing countries, as needed	1	Video was produced for briefings and presentations related to peacekeeping
Strategic advice and backstopping support to 15 peacekeeping operations in collaboration with DPKO	Yes	Provision of guidance and support to all peacekeeping operations and UNSOS
Field visits to 3 peacekeeping operations (MINUSCA, MINUSMA and UNMISS) to provide communications advice and support in situ	5	Field support visits to the public information components of MINUSTAH (2), UNMISS, UNIFIL and UNMIK
Organization and facilitation of a 1-week specialized training course, in cooperation with DPKO and DFS, for 30 mission and Headquarters public information personnel involved in peacekeeping matters	Yes	A workshop was held for the chiefs of public information, providing guidance and training on strategic communications issues, including guidance on transitioning missions, working with military and police public information officers and approaches to communicating on sexual exploitation and abuse. In addition, participants took part in a two-day simulation exercise on how to communicate in different crises situations

Hosting, updating and maintenance, in collaboration with DPKO, of approximately 300 web pages on the peacekeeping website in English	Yes	Updated and maintained, in cooperation with DPKO, approximately 300 web pages in English
Coordination of maintenance of the peacekeeping website in the other 5 official languages of the United Nations	Yes	Coordinated the daily maintenance of the peacekeeping website in the 6 official languages of the United Nations
Serving as mission focal point, in conjunction with DPKO and DFS, for the GSC-hosted content management system introduced for local peacekeeping mission websites to ensure a system with consistent branding and content and entailing minimum maintenance costs for the mission	Yes	Served as mission focal point, in conjunction with DPKO and DFS, for peacekeeping mission websites, carrying out reviews and providing guidance and support
Outreach to 40 troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to major media outlets, government agencies and permanent missions of troop- and police-contributing countries, and through the United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations	Yes	Conducted specific outreach to 44 troop- and police-contributing countries on mission activities by means of press releases, photographs and feature articles sent to their major media outlets, government agencies and permanent missions, and through the United Nations information centres/services network on issues relevant to individual countries' participation in specific peacekeeping operations

K. Department of Safety and Security

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
21 visits to 15 field missions, GSC and RSCE to review security management arrangements, assess crisis preparedness and produce recommendations, while providing briefings to security management teams in the field on security management, security management system policies and emerging security issues/threats	21	21 visits were conducted to 11 field missions, UNLB (Brindisi and Valencia) and RSCE The number of field missions visited was lower owing to the non-issuance of visas for visits to UNAMID and UNISFA, as well as the reprioritization of resources to missions with increased security profiles

Continual review of the security risk management process of 15 field missions, GSC and RSCE; provision of advice and guidance on mandate-enabling security risk management measures to senior mission officials	Yes	93 security risk management processes, 93 security level areas, 11 security plans, 7 minimum operating security standards, 7 minimum operating residential security standards and security budget submissions for all peacekeeping operations were reviewed
Provision of training on security management: facilitation of "designated official training" for the newly appointed heads of missions; provision of targeted security-related training during field visits based on gap analysis; and organization of an annual workshop for 20 senior security personnel from field missions, GSC and RSCE	7	Designated official training sessions were conducted for newly appointed heads of missions
	1	Annual workshop for 26 senior security personnel
312 DSS daily security reports delivered to United Nations security management system focal points, and regular provision of significant security incident reports on all field missions, GSC and RSCE	312	Daily security reports and significant security incident reports were delivered to security management system focal points
5 strategic threat assessments or strategic security threat information liaison visit reports on 5 peacekeeping operations	5	Strategic security threat information liaison visits
Coordination, monitoring and enhancement of technical standard operating procedures relevant to the acquisition, collation and analysis of security information in support of field missions	Yes	Results and recommendations from the 5 strategic security threat information liaison visits were disseminated to the DPKO/DFS security focal points
Review and update of 7 training modules and 28 lessons on the analysis of security threat information and development of best practices for all field missions	7	Training modules were reviewed and updated
	28	Lessons were reviewed and updated
		The latest lessons learned and best practices were incorporated into the training modules and lessons. In addition, all course modules and lessons, as well as the course workbook and security analysis handbook, were updated to reflect changes to the Department's policy
Conduct of 2 security analysis process and practice courses for a total of 40 security information analysts supporting improved analysis, situational awareness and reporting on peacekeeping missions	2	Security analysis process and practice courses
	44	Security information analysts were trained

Provision of training on safety and security policies and procedures for personnel, security officers, security guards and training instructors, including on the use of force policy and tactics; the use of lethal and less lethal tactical measures; active shooter response; defensive evasive driving; fire safety; hazardous materials equipment usage; prevention and evacuation procedures; first aid cardiopulmonary resuscitation, automated external defibrillator, emergency trauma bag and supervisor leadership training (5 peacekeeping missions, approximately 150 personnel); and basic security training, including physical security; access control; screening procedures; and surveillance detection (3 peacekeeping missions, approximately 150 personnel)	7	Peacekeeping operations
	161	Personnel trained The output was lower owing to the cancellation of 2 training courses, for UNMISS and UNMIL, because of issues related to the issuance of visas and the withdrawal of permission to use a suitable location for tactical driving training
Instructor assessment, certification and recertification in the use of lethal and less lethal tactics for firearms training officers and instructor trainers at field missions	Yes	11 firearms training officers and instructors were assessed and certified in the use of lethal tactics, and 11 training officers were assessed and certified on less lethal tactics
5 evaluation reports and assistance provided for security training units, facilities and equipment in 5 peacekeeping missions	4	Evaluation reports on 4 peacekeeping operations The output was lower owing to the deferment of the planned evaluation in UNDOF because of the operational requirements of the mission
Provision of needs assessment and stress management sessions for staff in 8 peacekeeping missions, and deployment of stress counsellors in 4 peacekeeping missions	6	Needs assessment and operational support missions were conducted in 6 peacekeeping missions The output was lower owing to the cancellation of the planned missions to UNMIL because of its downsizing and to UNIFIL because of operational requirements
	4	Emergency missions were conducted in response to crises
Training and certification on critical incident stress prevention and management for 10 counsellors in peacekeeping operations, and 3 peer helper workshops for 30 staff in 3 peacekeeping missions	12	Counsellors were trained and certified
	4	Peer helper workshops were held in 4 peacekeeping missions and 80 staff were trained as peer helpers The number of workshops was higher owing to an additional request from UNIFIL to conduct a peer helper workshop to improve the accessibility of psychosocial support for UNIFIL staff. The number of staff trained was higher owing to the large number of peer helpers required to be trained in MINUSCA in order to support and strengthen its peer helper network

Provision of technical guidance to 10 senior counsellors from peacekeeping missions, and technical support and collaboration and coordination with Headquarters managers on the psychosocial aspects of crises, provision of counselling services and subsequent follow-up for all staff who need special measures, as well as provision of recommendations on case management	10	Counsellors from 10 peacekeeping missions received technical advice, coaching and supervision on a weekly basis Technical support and advice were provided to Headquarters managers on the psychosocial well-being of staff during and after the South Sudan crisis. Expert consulting support and advice were also provided to senior managers in MINUSTAH and UNOCI during the downsizing exercises
Review and update of the benchmark validation of the safety and security job network to support the reconfiguration of security sections in all peacekeeping missions	Yes	The benchmark validation of the safety and security job network was reviewed and updated
Reconfiguration of security sections in all peacekeeping missions in accordance with standardized guidance developed in the United Nations Secretariat Safety and Security Integration Project	Yes	The authority of DSS over security personnel and assets of peacekeeping operations was established by the Secretary-General in his memorandum of 28 December 2016. In accordance with the memorandum, DSS will establish minimum benchmarks and standards within peacekeeping operations and regarding security personnel and team structures in missions. The administrative support structure in the missions, as well as at Headquarters, remains unchanged
Provision of input to the annual report of the Secretary-General on safety and security on the status of implementation of the United Nations Secretariat Safety and Security Integration Project	Yes	The status of implementation of the United Nations Secretariat Safety and Security Integration Project was included in the 2016 annual report of the Secretary-General on the safety and security of humanitarian personnel and protection of United Nations personnel (A/71/395)
Conduct of 4 briefings to Member States to report progress on the United Nations Secretariat Safety and Security Integration Project	Yes	Briefings on the project were regularly included in the bilateral meetings of the Under-Secretary-General for Safety and Security with Member States and provided to the Advisory Committee on Administrative and Budgetary Questions and the High-level Committee on Management
Provision of input to the overview of the financing of the United Nations peacekeeping operations	Yes	Inputs were provided with respect to the new arrangement whereby DSS will establish minimum benchmarks and standards within peacekeeping operations regarding security-related arrangements for budget and finance, recruitment, mobility of safety and security personnel, training, security management, logistics and procurement

L. Secretariat of the Advisory Committee on Administrative and Budgetary Questions

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Substantive servicing of meetings: provision of substantive and technical advice and support to approximately 190 meetings of the Advisory Committee	161	The lower-than-budgeted actual number of meetings reflected an initial overestimation of the number of items before the Committee relating to peacekeeping
Parliamentary documentation: production of approximately 32 reports	29	Reports
Scheduling of meetings: well-organized schedule that is flexible enough to accommodate General Assembly and Security Council resolutions and decisions and the ad hoc submission of reports	Yes	Meeting schedule was sufficiently flexible to accommodate all reports submitted to the Advisory Committee for consideration

M. Office of the United Nations High Commissioner for Human Rights

Expected accomplishment 1.1: Improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
8 regular country reports of the Secretary-General to the Security Council include recommendations on human rights	11	Regular country reports of the Secretary-General to the Security Council contained recommendations on improving the human rights situation in the Central African Republic (3), the Democratic Republic of the Congo (4) and Mali (4) The higher output was due mainly to a higher-than-planned number of reports related to the Democratic Republic of the Congo
1 regular report of the Secretary-General on the protection of civilians reflecting trends and patterns of human rights violations against civilians emanating from the conflict in Mali, the Central African Republic, South Sudan and Sudan (Darfur), and recommendations on measures to protect civilians	2	Reports: the report of the Secretary-General on the protection of civilians in armed conflict (S/2017/414), which reflected trends and patterns of human rights violations, and the report of the Secretary-General on United Nations policing (S/2016/952)

10 briefings to United Nations intergovernmental bodies and Member States on human rights developments in countries with a peacekeeping mission	13	Briefings to Member States and regional organizations on: human rights developments and strategic priorities; a mapping report for the Central African Republic; the MONUSCO human rights mandate; human rights in African Union peace operations; and human rights issues in United Nations peacekeeping
4 briefings to United Nations departments, agencies, funds, programmes and regional organizations and contact groups on human rights-related issues and activities at peacekeeping operations	6	Six briefings were held with United Nations departments, contact groups, think tanks and other partners on broad issues affecting human rights in peacekeeping, including on the implementation of the human rights due diligence policy, the protection of civilians and early warning, and the consolidation of protection functions in line with the Secretary-General's recommendations
2 briefings to troop-contributing and police-contributing countries on human rights trends and developments in United Nations peacekeeping, including on the human rights due diligence policy, on United Nations support to non-United Nations forces	3	Briefings to troop- and police-contributing countries, as well as countries providing non-United Nations international forces, on protection of victims from sexual exploitation and abuse. A joint OHCHR and International Peace Institute briefing to partners and Member States on "Protecting together: cooperation between human rights and uniformed personnel"

Expected accomplishment 2.1: Rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
3 strategic and technical assessments to establish human rights needs for new mandated operations	3	Strategic and technical assessment missions, to MINUSTAH, UNMIL and UNMISS. In addition, inputs were made to 2 civilian staffing reviews, in MONUSCO and MINUSCA
1 predeployment mission to establish human rights components for new operations, contribute to new mission planning processes and assist mission leadership with the identification of human rights priorities, and provide start-up human rights induction to newly deployed personnel	No	No new peacekeeping operations were established during the reporting period
1 surge capacity deployment of staff to fill significant gaps or assist human rights components in a crisis situation	No	No surge capacity was required during the reporting period
Blueprint for establishing minimum human rights operational capacity in new peacekeeping operations and advanced headquarters concepts are developed and specialist profiles identified	No	The output was partially delivered. A blueprint for establishing minimum human rights operational capacity was under development and specialist profiles were identified

Expected accomplishment 3.1: Increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Technical review on human rights issues is provided for 8 public reports drafted by human rights components of peace operations prior to their transmission to national authorities	11	Public reports by human rights components (UNMIL, MONUSCO (3), MINUSTAH, MINUSCA (3) and UNMISS (3)) were technically reviewed and cleared prior to transmission to national authorities
Monthly advice to human rights components of peacekeeping operations on the integration of human rights according to developments in the respective mission areas and in the context of support to national authorities in their engagement with United Nations human rights mechanisms	Yes	Weekly and monthly advice was provided to human rights components in MINUSTAH, UNMISS, UNAMID, MINUSCA, UNMIK and UNMIL; support was provided in the development of protection policies for UNMISS and MINUSMA; expert advice was provided to the Truth, Justice and Reconciliation Commission of Mali; and support was given regarding accountability in South Sudan, including to transitional justice mechanisms
Monthly consultations with human rights components on the conduct of risk assessments, to support the development of standard operating procedures and the establishment of mission-based monitoring mechanisms for the implementation of the human rights due diligence policy	Yes	Regular (monthly and weekly) support was provided on the establishment of standard operating procedures to UNSOS, MINUSCA, MINUSMA, UNMIL, UNMIK, UNMISS, MINUSTAH and UNAMID; and guidance was given on the application of the human rights due diligence policy to various forms of United Nations support, on performing risk assessments and on the identification of mitigating measures. Assessments of human rights due diligence policy mechanisms were conducted for the Central African Republic, the Democratic Republic of the Congo and Mali. Support was provided for risk assessments, including specific advice on setting up risk assessment mechanisms. A workshop on lessons learned and good practices in the implementation of the human rights due diligence policy mitigation measures was conducted
8 strategic and technical support visits to peacekeeping operations in the context of planning exercises and to provide operational support for the effective integration of human rights in peacekeeping operations	9	Operational support visits to strengthen the human rights monitoring strategy and align staffing and structures, including to improve mandate implementation and to strengthen implementation of the human rights due diligence policy and human rights integration (MINUSTAH, MINUSCA, UNSOS/UNSOM (2), UNMISS (2), UNMIL, MONUSCO and MINUSMA)

Quarterly consultations on developments affecting the integration of human rights in the context of peacekeeping operations, to establish strategic priorities and facilitate planning by human rights components	Yes	Consultations between Geneva, New York and peacekeeping missions on strategic priorities and planning in support of human rights in peacekeeping were carried out on a quarterly basis. Specific consultations included, but were not limited to, consultations on guidance development related to sexual abuse and exploitation reporting in July 2016; consolidation of protection in November 2016; human resources planning and transition of human rights components in February and March 2017; and prioritization and strategic direction in June 2017
Monthly advice to the African Union to integrate human rights in the planning of African Union peacekeeping operations and the deployment of military and police or in the context of rehatting processes for United Nations peacekeeping operations	Yes	Advice on measures and mechanisms to prevent and address human rights violations in the African Union peace operations was provided monthly to the African Union and UNOAU. OHCHR also supported the Group of Five for the Sahel concept of operations and participated in the AMISOM review
2 DPKO specialized predeployment training materials for military and police personnel are supplemented with human rights content; 1 human rights training session is delivered as part of DPKO predeployment training-of-trainers courses organized for police and military personnel; and 2 specialized training courses on human rights are organized for uniformed peacekeeping personnel (40 participants)	3	Training materials with human rights content, compared with 2 planned. OHCHR integrated human rights content, including human rights-specific sessions, into the comprehensive protection of civilians training package, integrated training materials on conflict-related sexual violence and the curriculum for the United Nations police commanders course
	0	Human rights pre-deployment training-of-trainer courses were delivered. Resources were reprioritized to focus on ensuring human rights content for other DPKO training sessions, including for senior leaders awaiting deployment
	1	Specialized training course on human rights was delivered, with a training-of-trainers methodology, to the Standing Police Capacity. The second specialized human rights course was deprioritized in order to respond to DPKO-DFS requests for human rights sessions in a total of 9 training activities for uniformed personnel, including at the mission leadership level
2 consultations to provide human rights operational guidance to peacekeeping military and police personnel	3	Consultations. OHCHR advised MINUSCA in its finalization of operational guidance and standard operating procedures to ensure information-sharing between human rights, military and police components. In addition, it conducted consultations with MINUSMA, MONUSCO and UNMISS and Headquarters entities to discern good practices in human rights monitoring and reporting and to provide practical guidance to all missions

Regular support to human rights components to conduct research and provide human rights information to enable the carrying out of risk assessments; and development of 2 standard operating procedures for the implementation of the human rights due diligence policy	Yes	Regular technical advice and support was provided to various missions, such as MINUSMA, MINUSCA, MONUSCO, UNMISS and UNSOS
	2	Standard operating procedures adopted in MINUSCA and MONUSCO were supported. Support to risk assessments, including specific advice on setting up related mechanisms/processes, was provided to MINUSCA, MONUSCO and UNMISS
Responses are provided more systematically and consistently to 75 requests from United Nations recruiting entities to assist in their information collection and assessment for human rights screening of candidates for senior positions in peacekeeping operations	82	Responses were provided to 82 requests for assistance in gathering and assessing information relevant to the screening of candidates for peacekeeping operations under the human rights screening policy. The majority of responses were provided within agreed internal timelines
100 United Nations staff at Headquarters and in Geneva receive briefings on the human rights screening policy and methodology relevant to the human rights screening of prospective peacekeeping personnel; and briefing materials are developed	Yes	Two workshops were organized for 23 DPKO staff in New York and for 16 OHCHR staff in Geneva to explain the human rights screening policy and the methodology to be applied in order to gather and analyse information relevant to its implementation, and to share experiences and lessons learned. Materials were developed for this purpose. Briefings were also conducted as needed for new staff